

V E R N O N  
R E S E A R C H G R O U P

American Cultural Resources Association

Salary Survey

Final Report

August 2013

---

# Presentation Outline

---

- ▼ Purpose and Methodology
- ▼ Organization Demographics
- ▼ General Financial Information
- ▼ Employees
- ▼ Benefits
- ▼ Compensation
- ▼ Involvement
- ▼ Awareness
- ▼ Values
- ▼ Satisfaction
- ▼ Kano Analysis

# Purpose and Methodology

---

- ▼ An online study was completed in order to gather information about salaries and benefits of employees in the Cultural Resources Management (CRM) industry
- ▼ A total of 107 quality completes were used for this report
- ▼ The surveys were completed between March 26 and April 21, 2013
- ▼ Participants were invited from throughout the United States
- ▼ Both American Cultural Resources Association (ACRA) members (n=47) and non-members (n=60) provided information

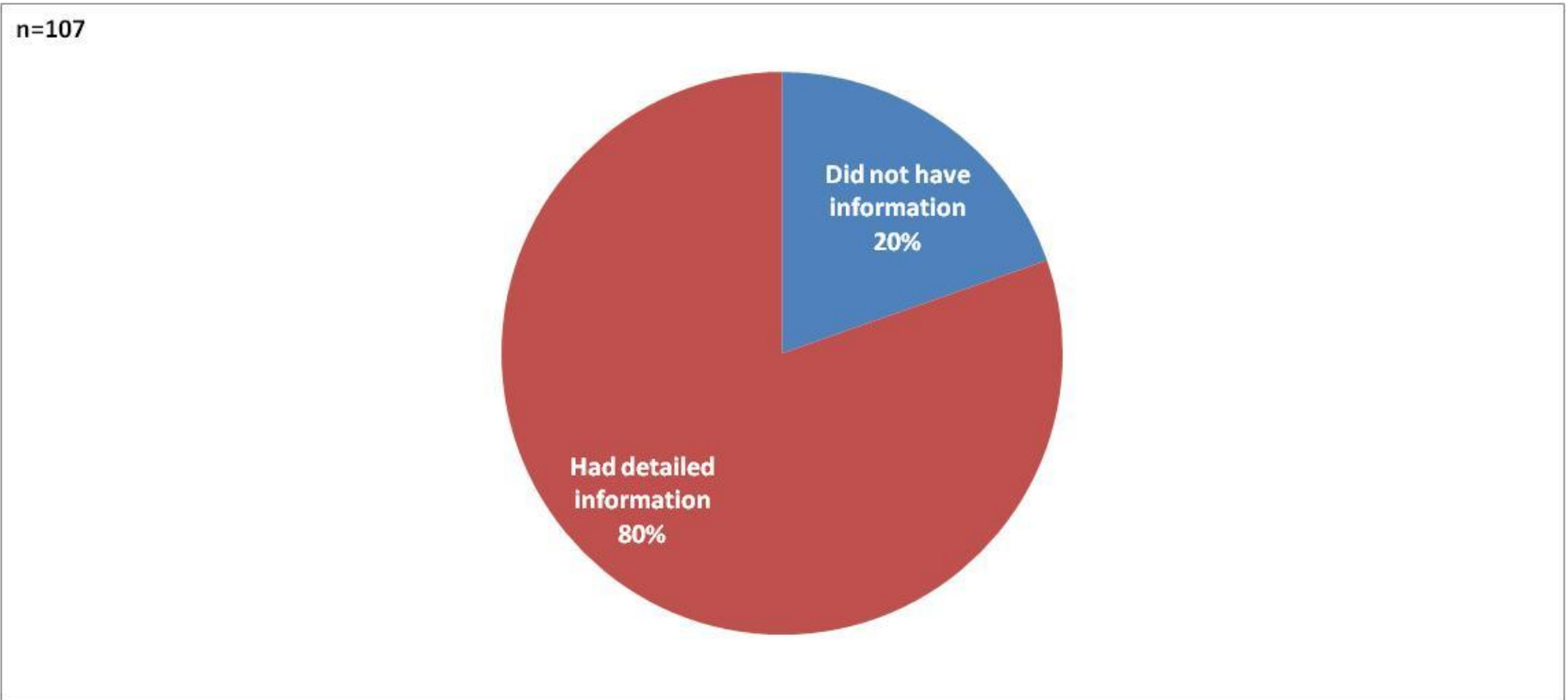
# Organization Demographics

---

- ▼ Knowledge of Salaries and Benefits
- ▼ ACRA Membership
- ▼ Reasons for No Membership
- ▼ Reasons to Join
- ▼ Headquarter Locations
- ▼ Work Locations
- ▼ Types of Work
- ▼ Organization Types
- ▼ Services Offered

# Knowledge of Salaries and Benefits

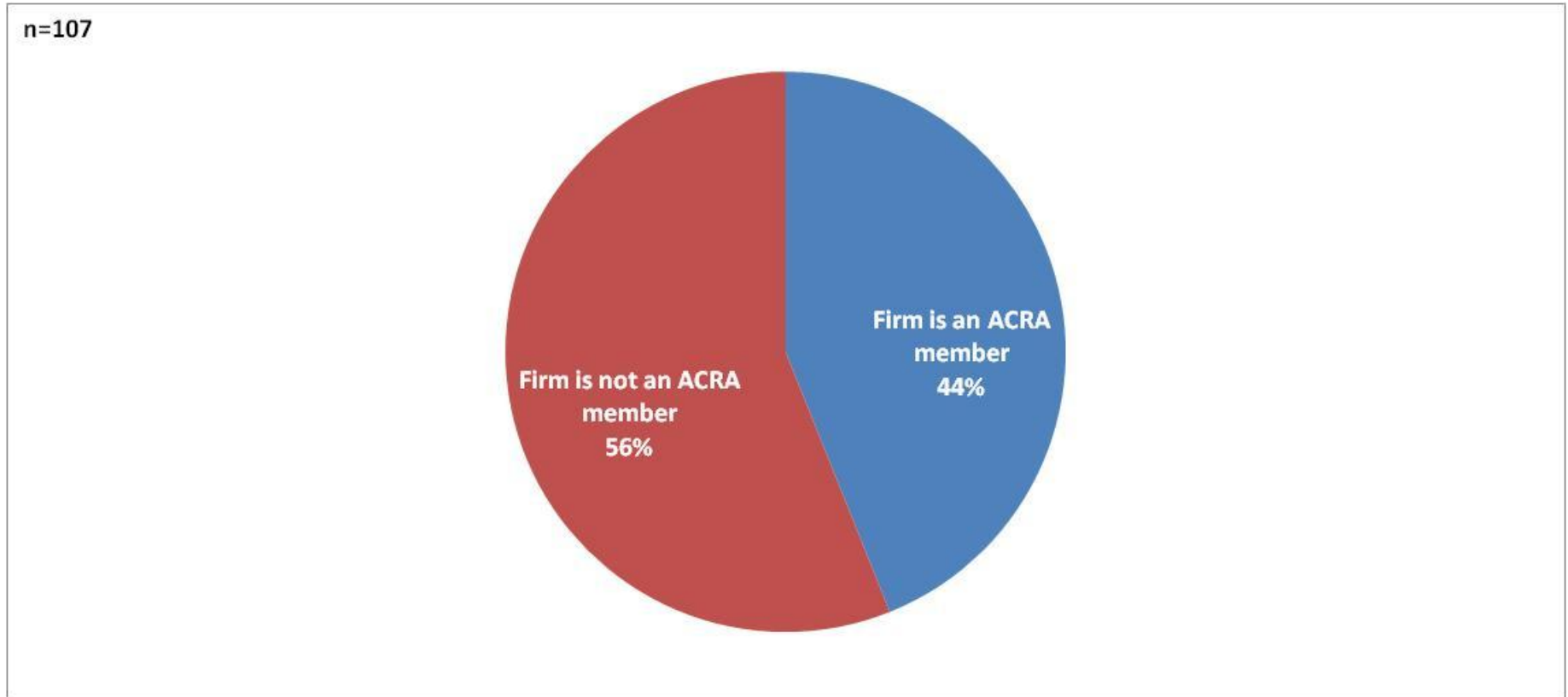
The majority of the respondents had access to the information needed for the salaries/benefits portion of the survey.



Q1. This survey seeks detailed information about salaries and benefits that employees receive.

# ACRA Membership

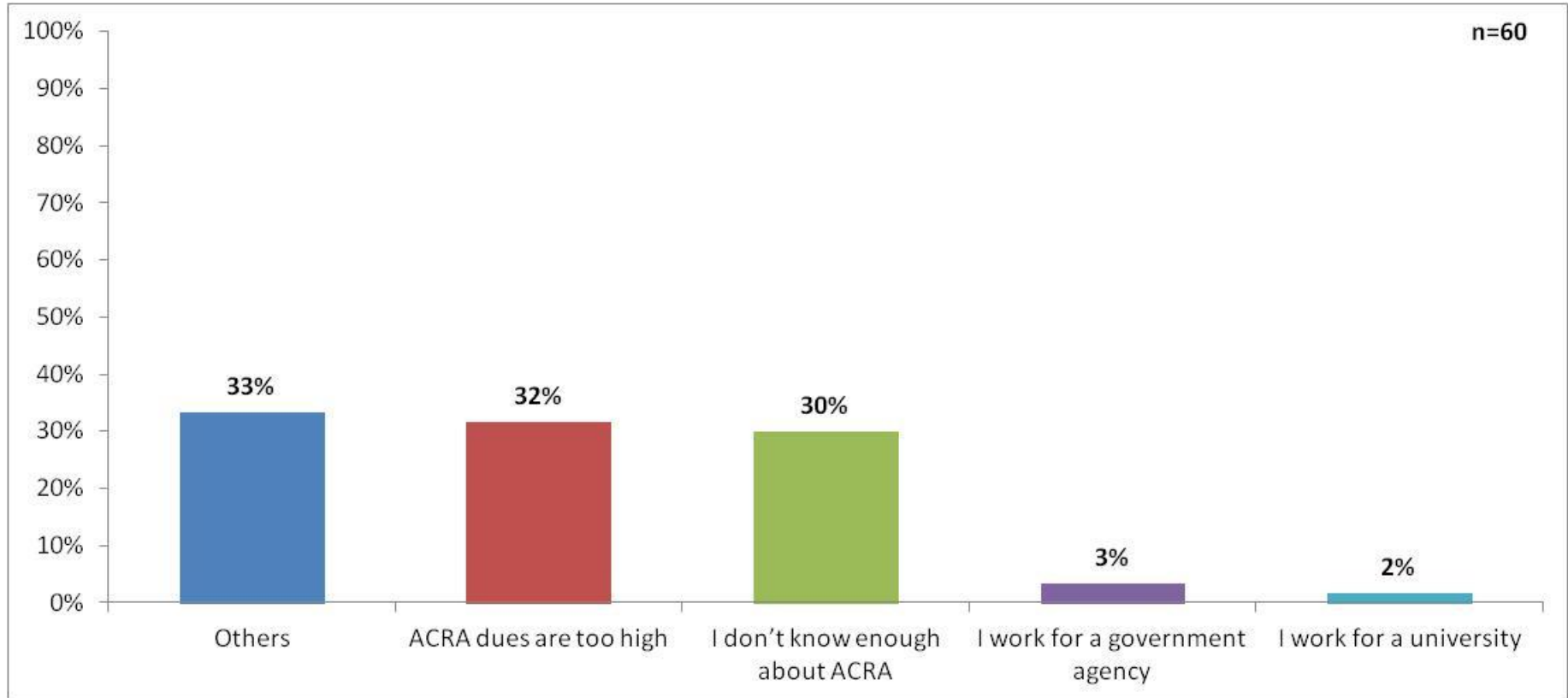
Slightly more than half of the respondents were not working for firms with an ACRA membership.



Q2. Is your firm currently an ACRA member?

# Reasons for No Membership

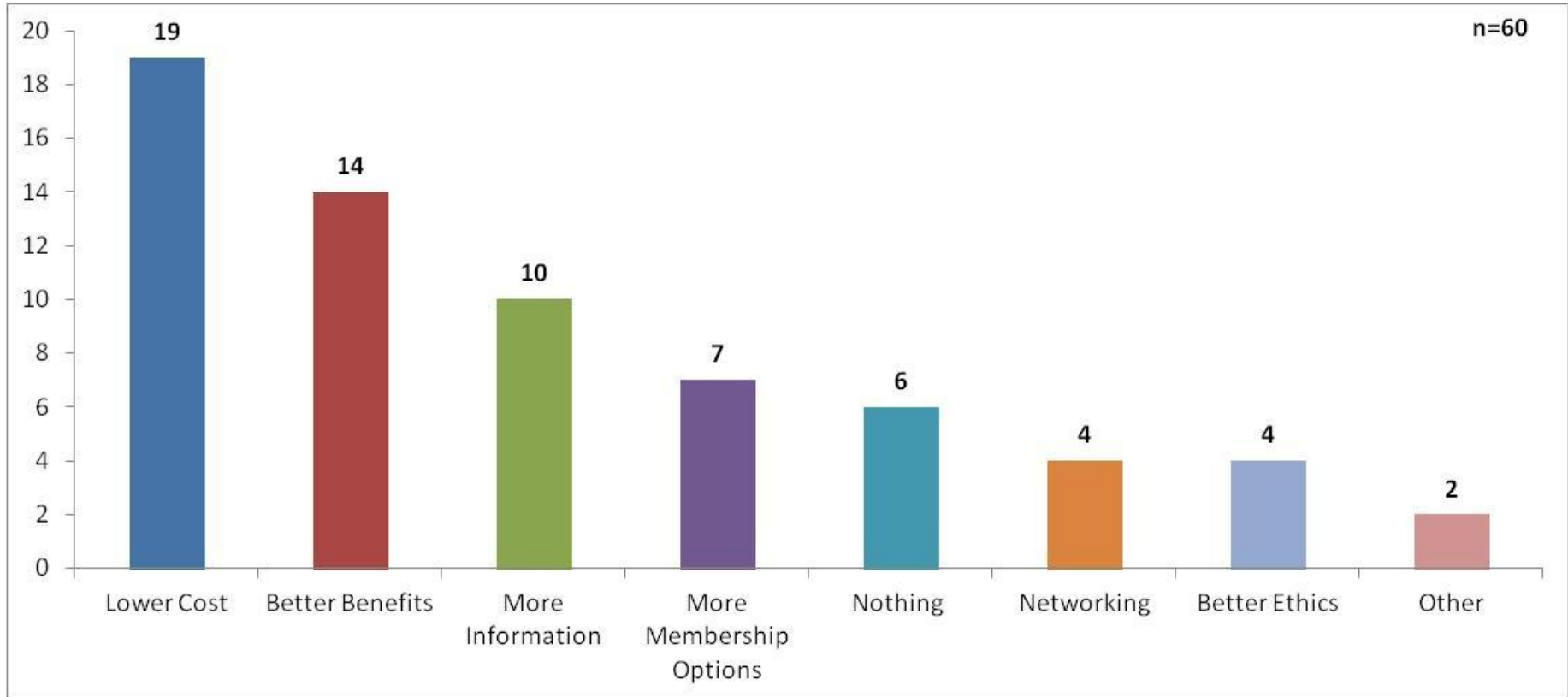
Reasons were nearly equally split between ACRA dues being too high, people not knowing enough about ACRA and other assorted reasons.



Q60. Which of the following best describes why your firm is currently not a member of ACRA?

# Reasons to Join

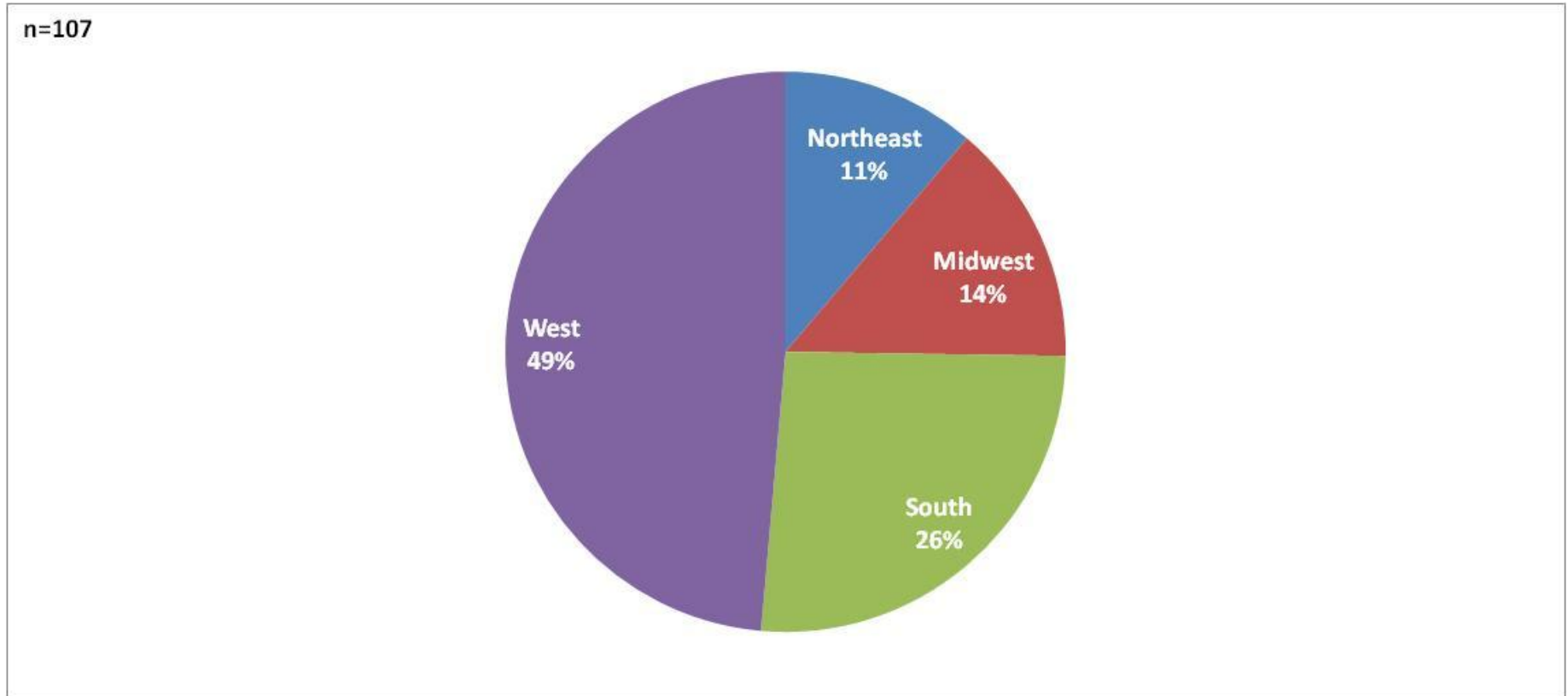
The most common category of reasons people who aren't already members gave for why they would join, aside from lowered dues, revolved around better benefits for their company.



Q61. What would convince you to join ACRA?

# Headquarter Locations

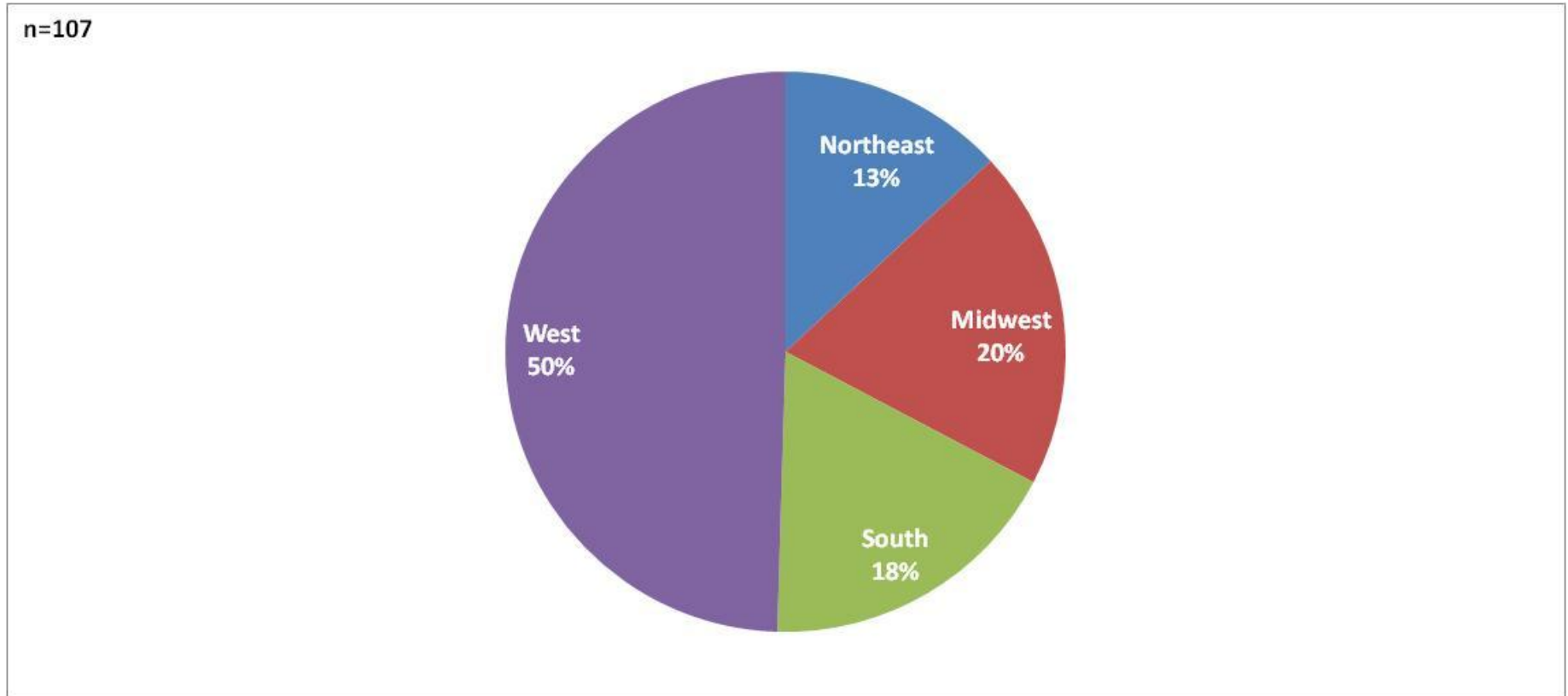
The Western region of the United States was the best represented by the sample.



Q4. In which state is your company headquartered?

# Work Locations

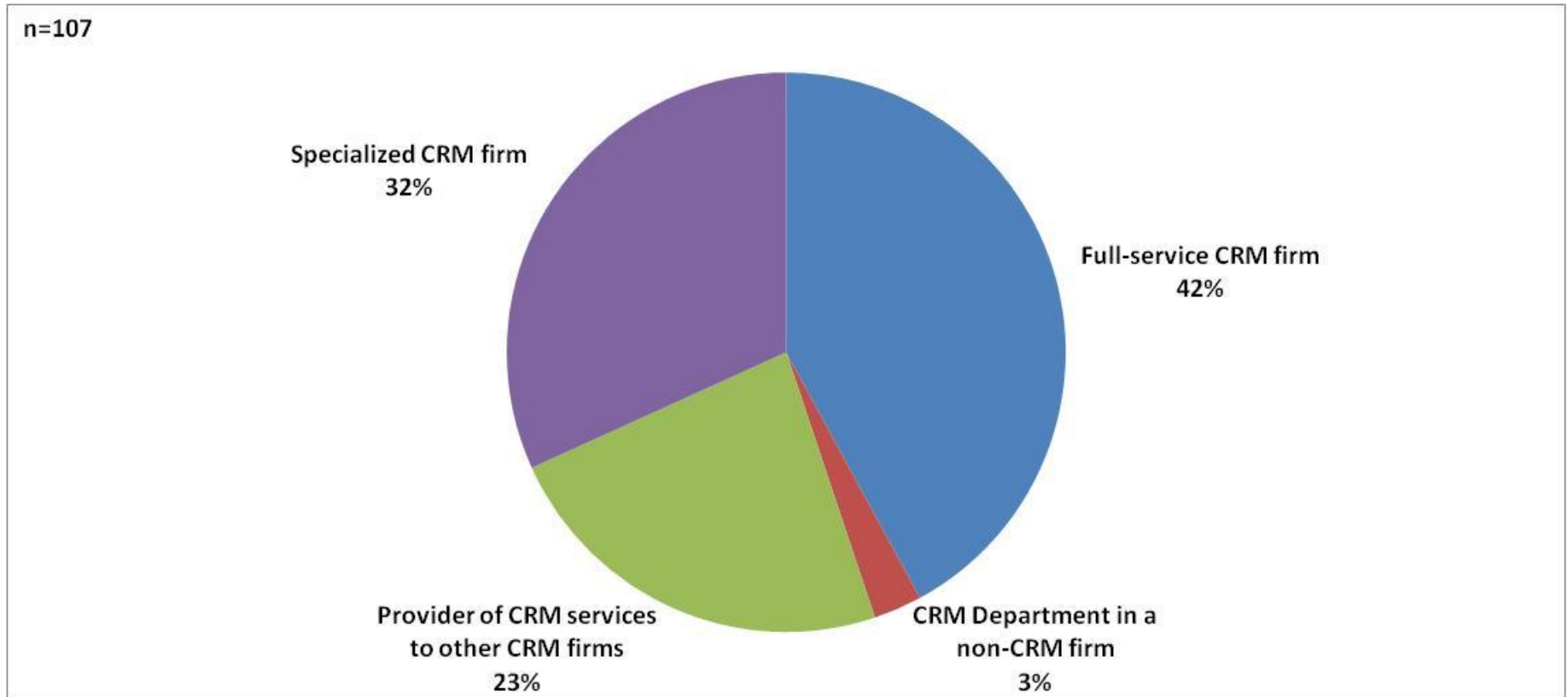
Half of the organizations represented by the sample did most of their business in the Western region of the United States.



Q5. In which region does your company do most of its business?

# Types of Work

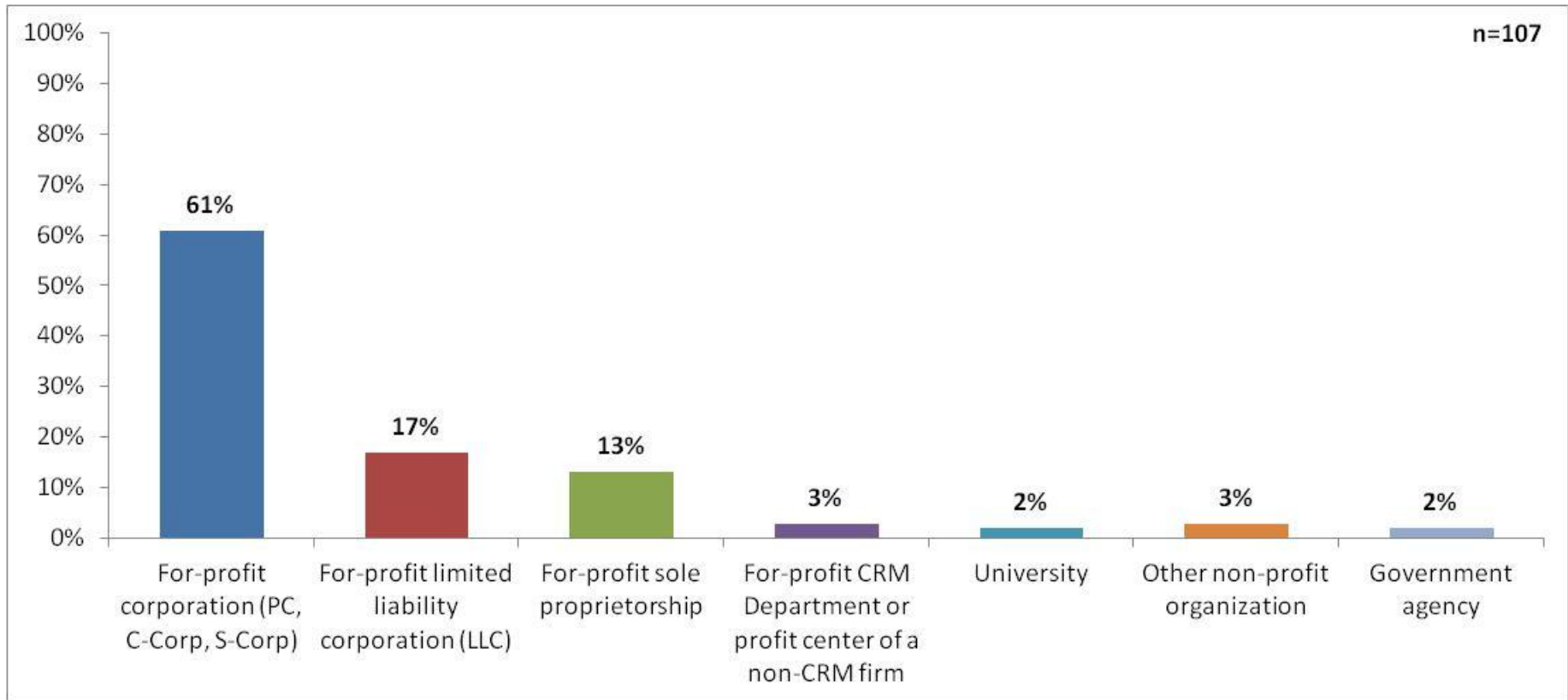
Full-service CRM firms were represented the best in the sample, but specialized CRM firms and those who provide CRM services to other CRM firms were also well-represented.



Q6. Which of the following best describes your company's work?

# Organization Types

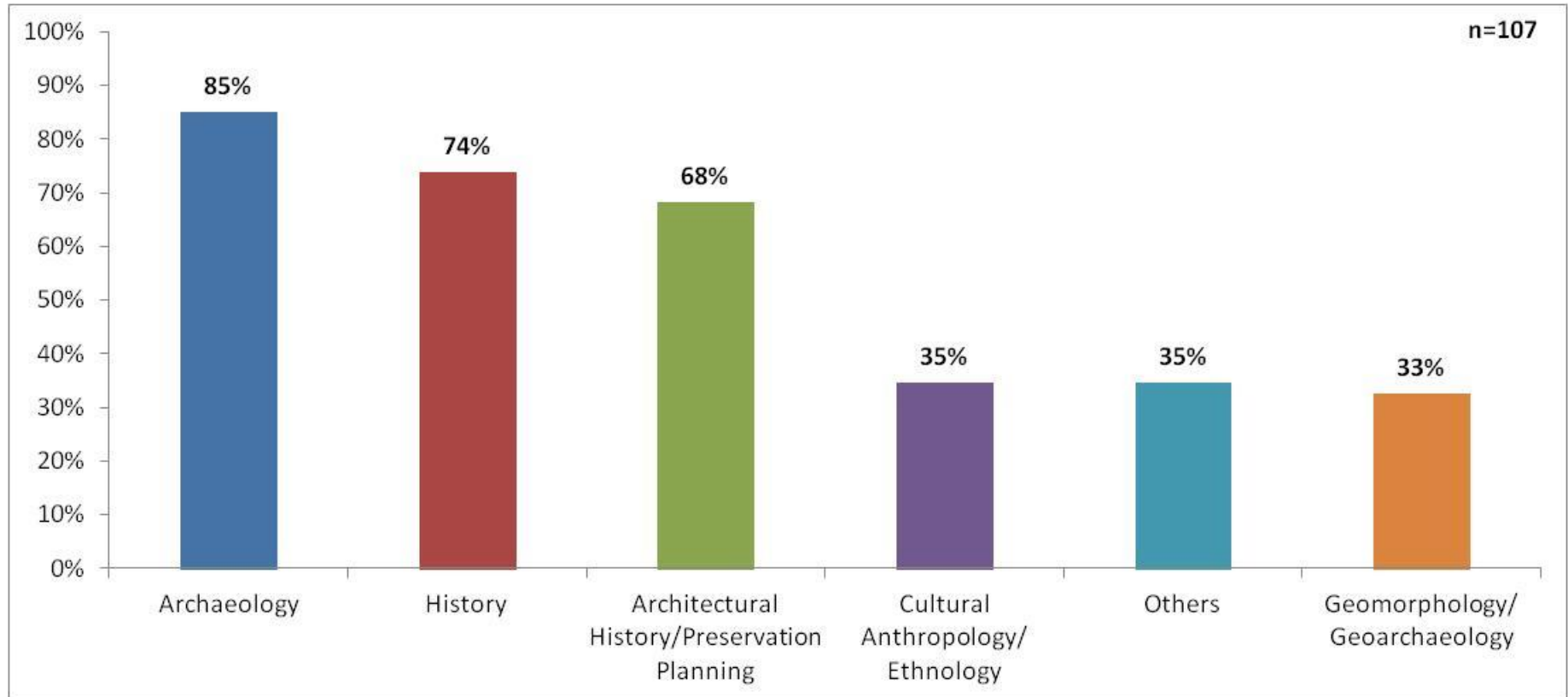
Most of the organizations in the sample were for-profit corporations, but a good number were for-profit limited liability corporations or for-profit sole proprietorships, as well.



Q8. Which of the following best describes your organization?

# Services Offered

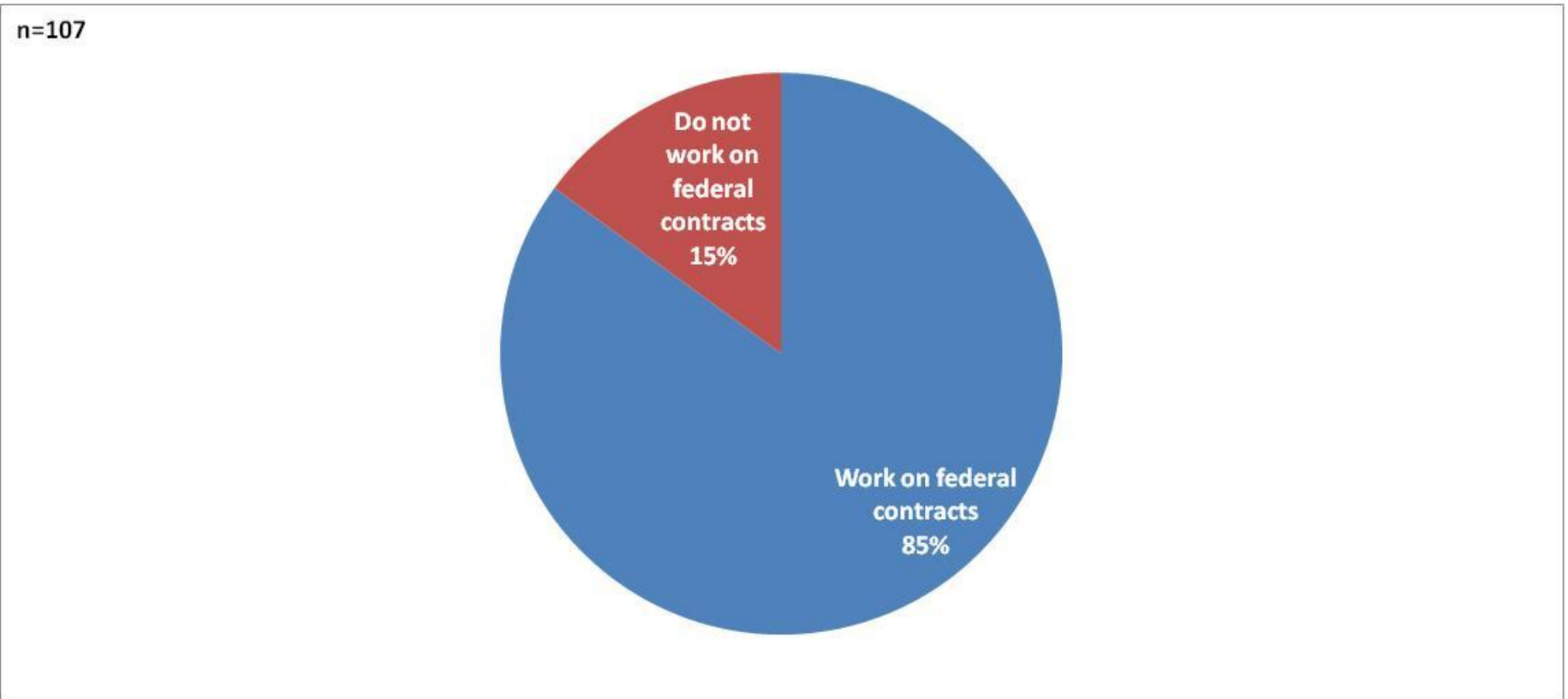
Most organizations offered archaeology, history and architectural history/preservation planning.



Q7. Which of the following services do you offer? **Select all that are applicable.**

# Federal Contracts

Most of the organizations in the sample worked on federal contracts.



Q10. Do you work on federal contracts?

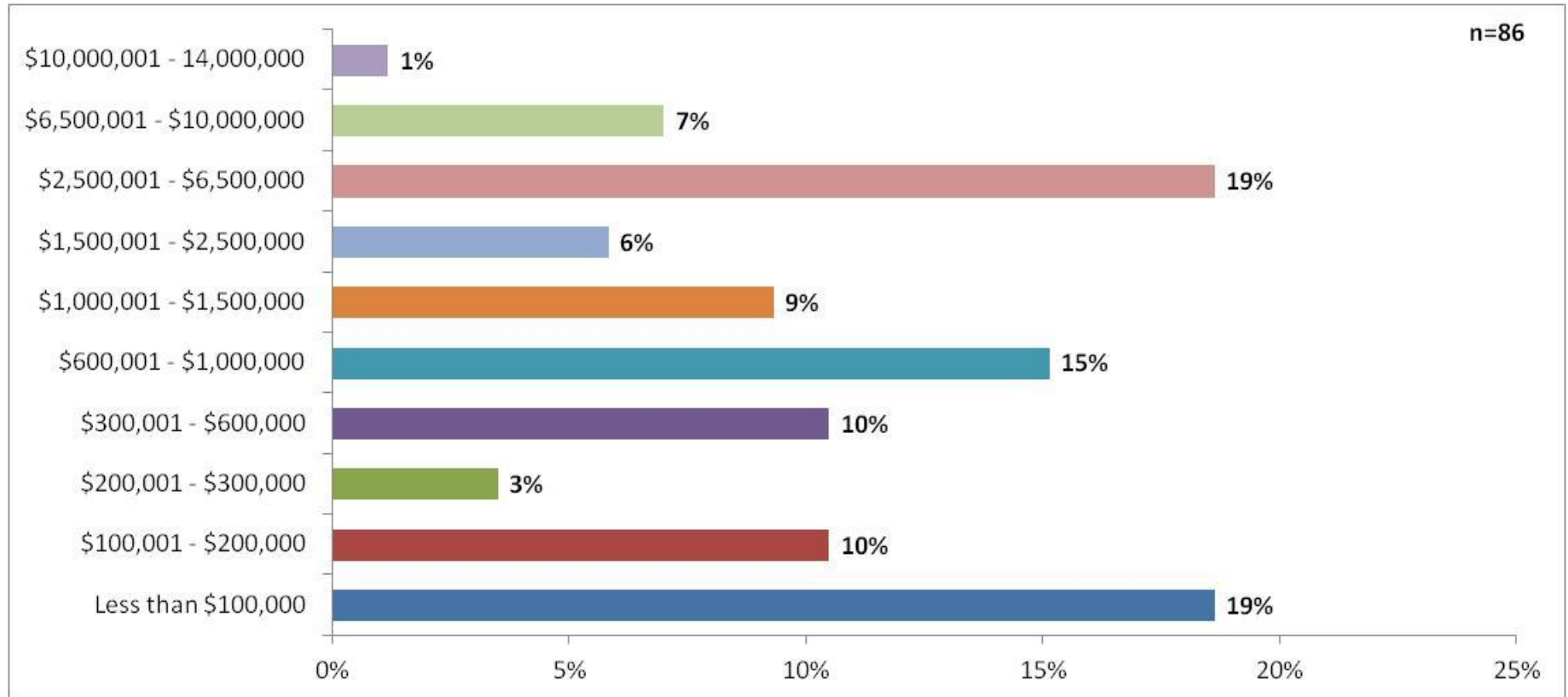
# General Financial Information

---

- ▼ Gross Annual Sales
- ▼ Total Overhead
- ▼ Overhead Breakdown
- ▼ Profit Margin
- ▼ Cost-plus Pricing
- ▼ Fixed-cost Pricing

# Gross Annual Sales

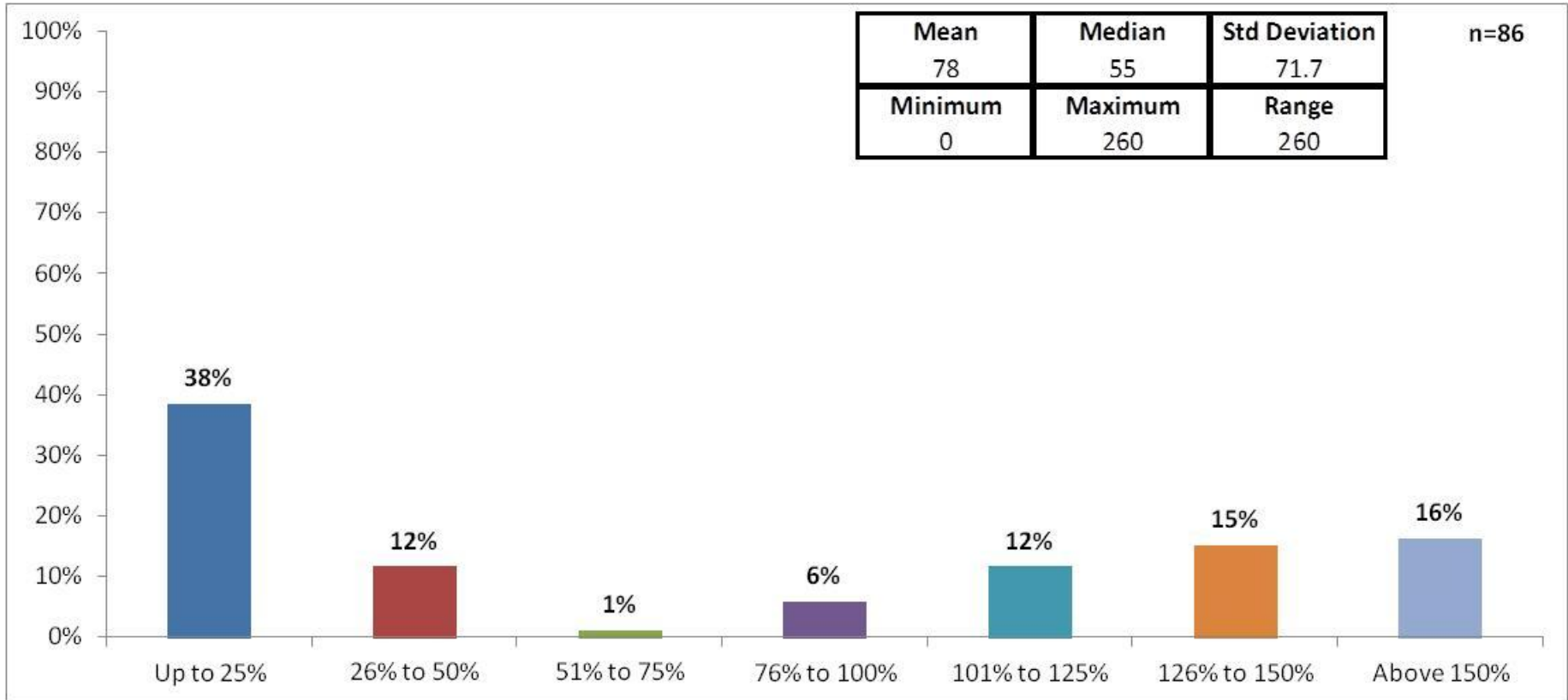
There was a wide variety of companies in the sample in relation to gross annual sales.



Q11. Which of the following would best describe your company's gross annual sales in 2012?

# Total Overhead

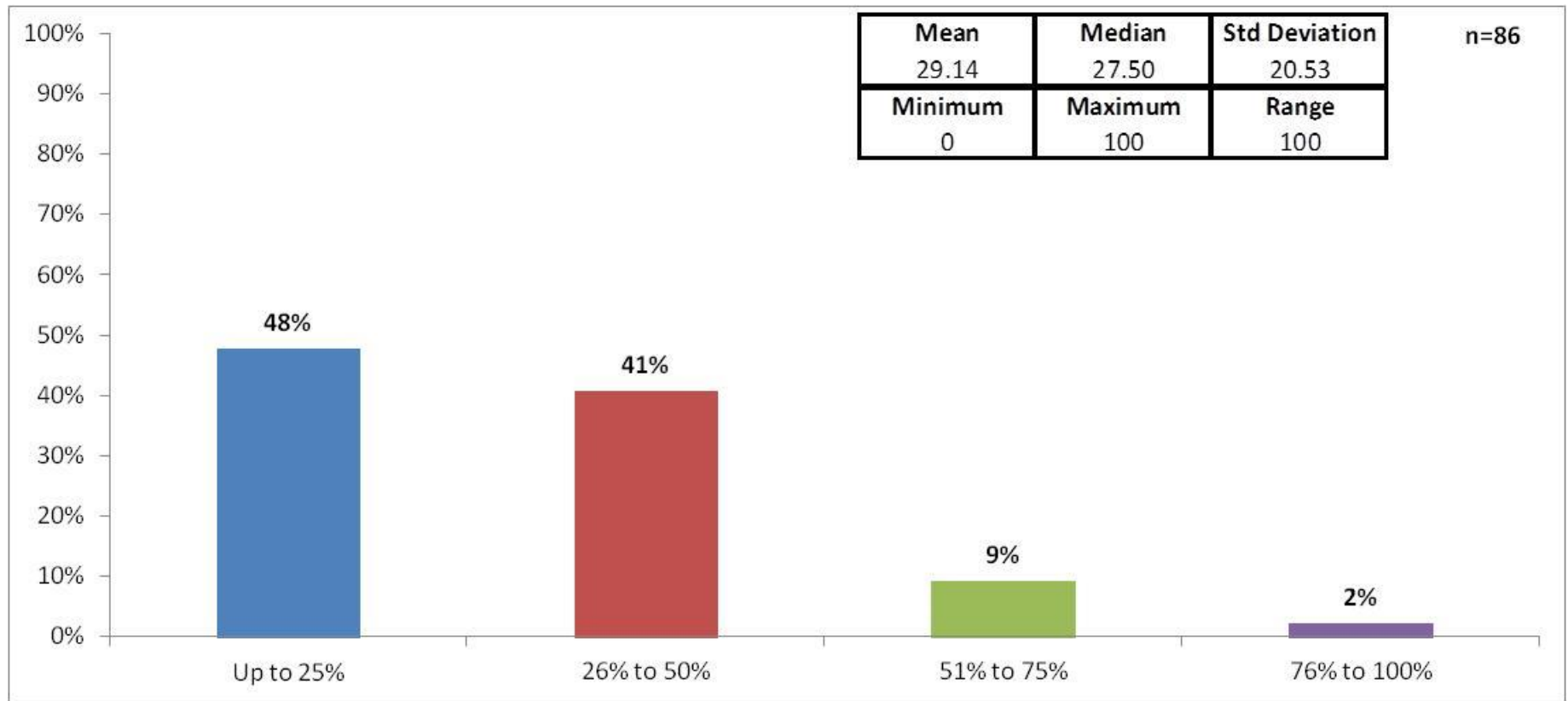
There was a wide range of responses for how much the organization charges for total overhead.



Q12. In 2012, what did your company charge for total overhead (as a percentage of direct labor or hourly pay rates)?  
You can either round up to a whole number or use a decimal.

# Overhead Breakdown – Fringe Benefits

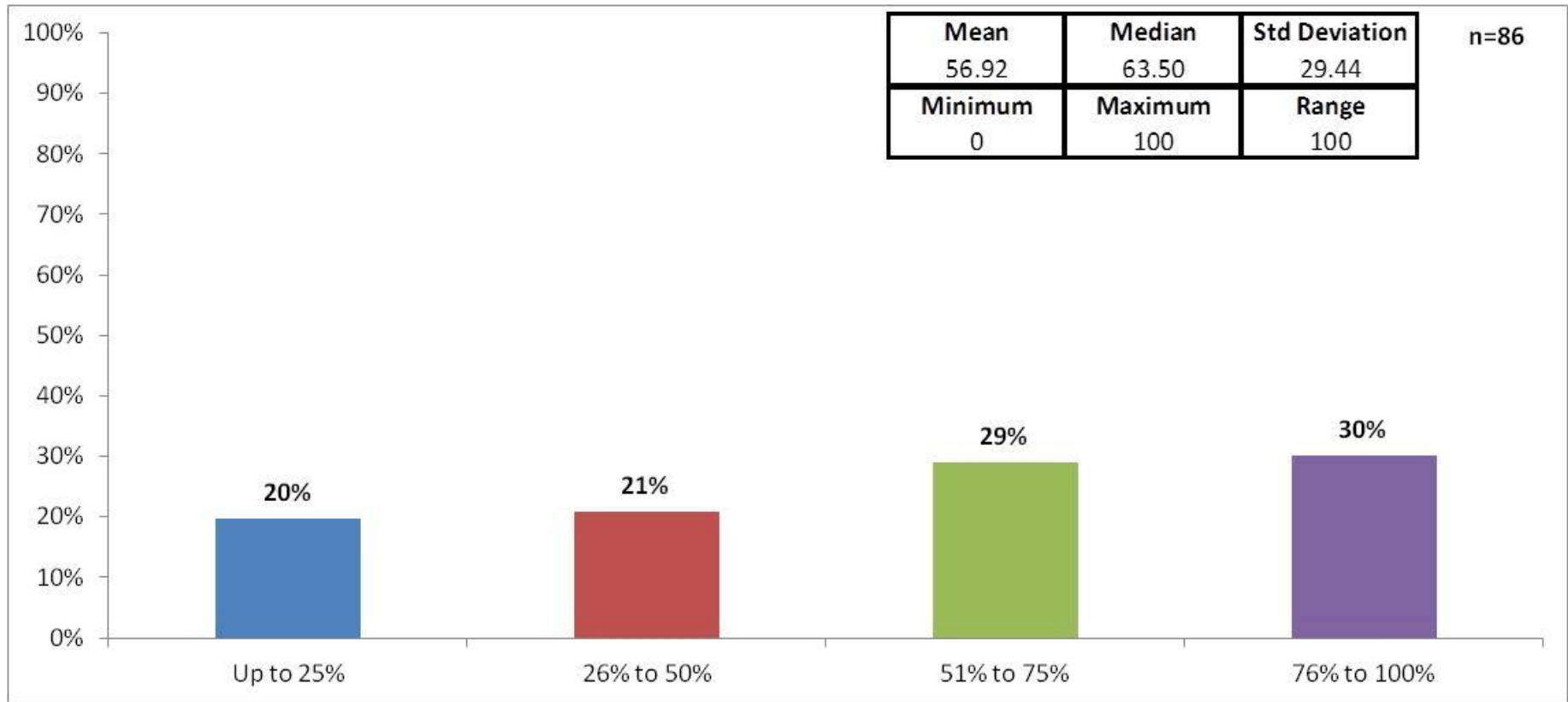
Most respondents said that fringe benefits were half of their total overhead or less.



Q13. Please provide the breakdown of your overhead between “fringe benefits” (i.e., vacation, sick leave, insurance, payroll taxes, retirement/401K contributions) and general overhead (i.e., office occupancy, utilities, equipment/supplies, unbilled travel), as a percentage of direct labor.

# Overhead Breakdown – General Overhead

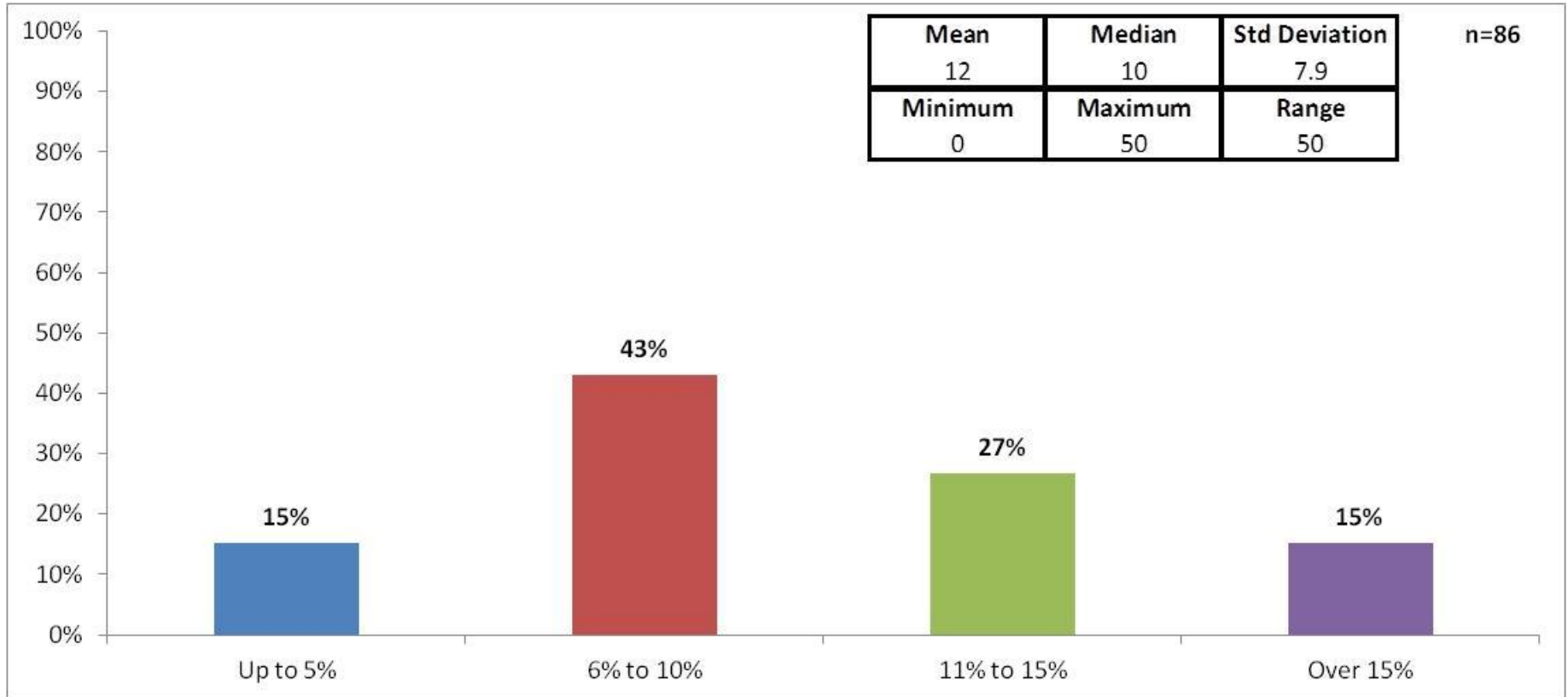
There was a wide range of responses for how much general costs accounted for total overhead.



Q13. Please provide the breakdown of your overhead between “fringe benefits” (i.e., vacation, sick leave, insurance, payroll taxes, retirement/401K contributions) and general overhead (i.e., office occupancy, utilities, equipment/supplies, unbilled travel), as a percentage of direct labor.

# Profit Margin

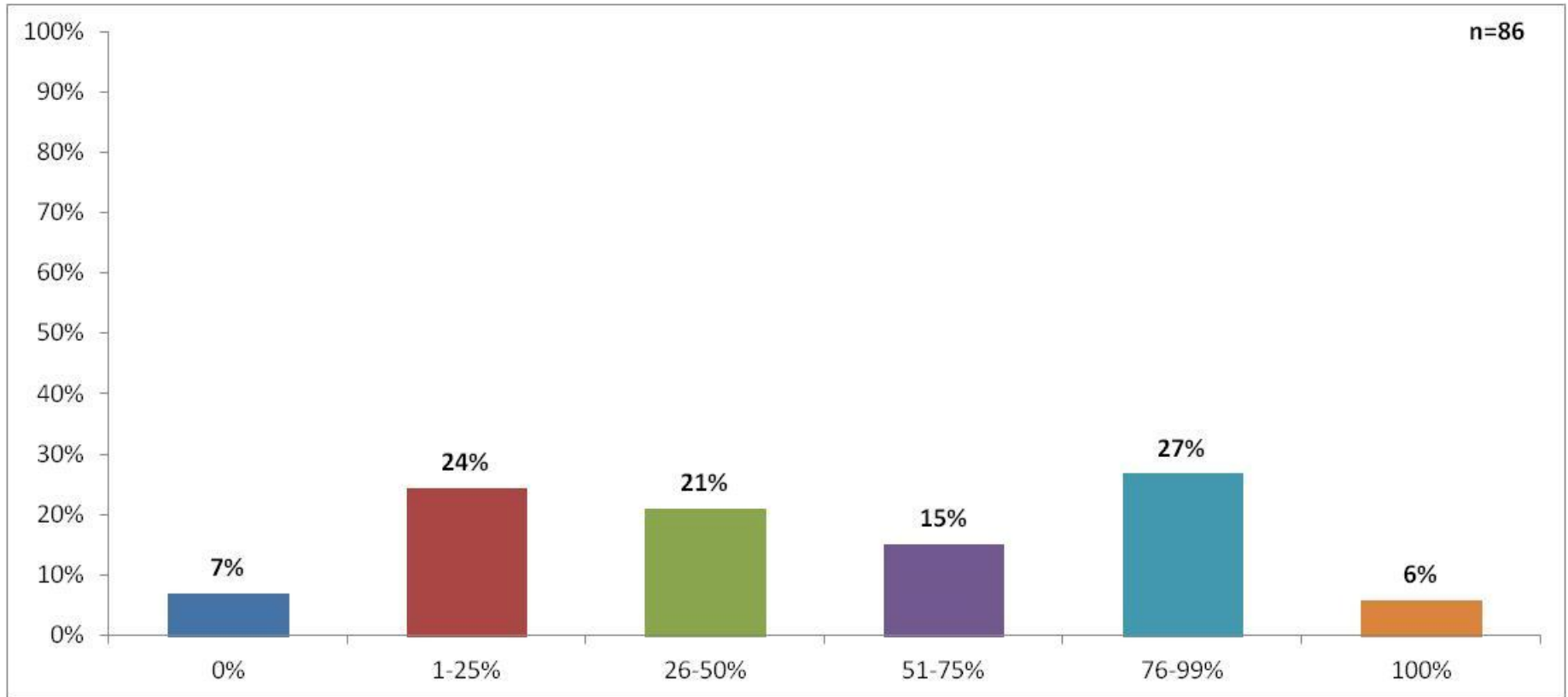
Nearly half of respondents said their organizations charged 6% to 10% for a profit margin, but there was a good range of responses for the sample.



Q14. In 2012, what percentage did your company charge for a normal fee or profit margin?

# Cost-plus Pricing

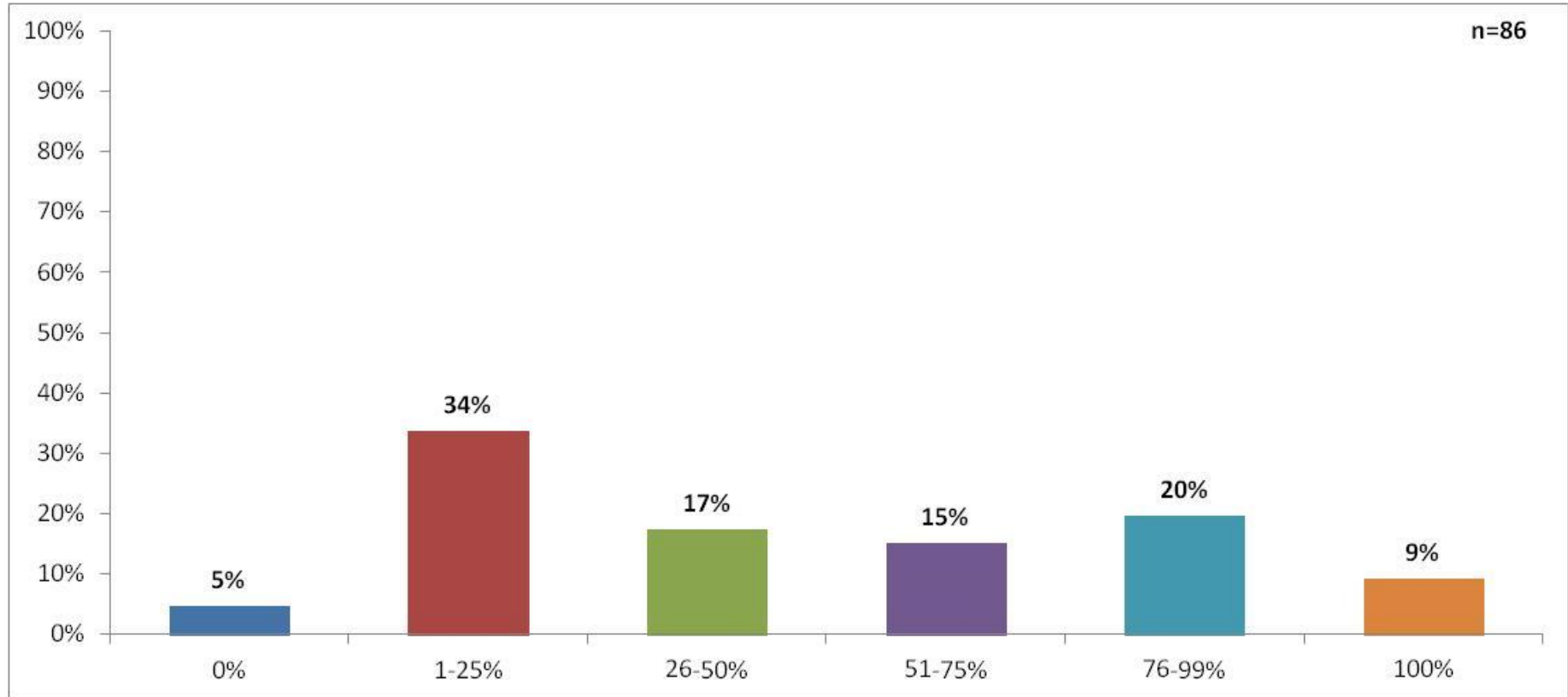
There was a good spread of the percentages of contracts that were cost-plus represented in the sample.



Q15. In 2012, what percentages of contracts (by dollar amount) were cost-plus or time and materials?

# Fixed-cost Pricing

There was a good spread of the percentages of contracts that were fixed-cost represented in the sample.



Q15. In 2012, what percentages of contracts (by dollar amount) were lump-sum/fixed price?

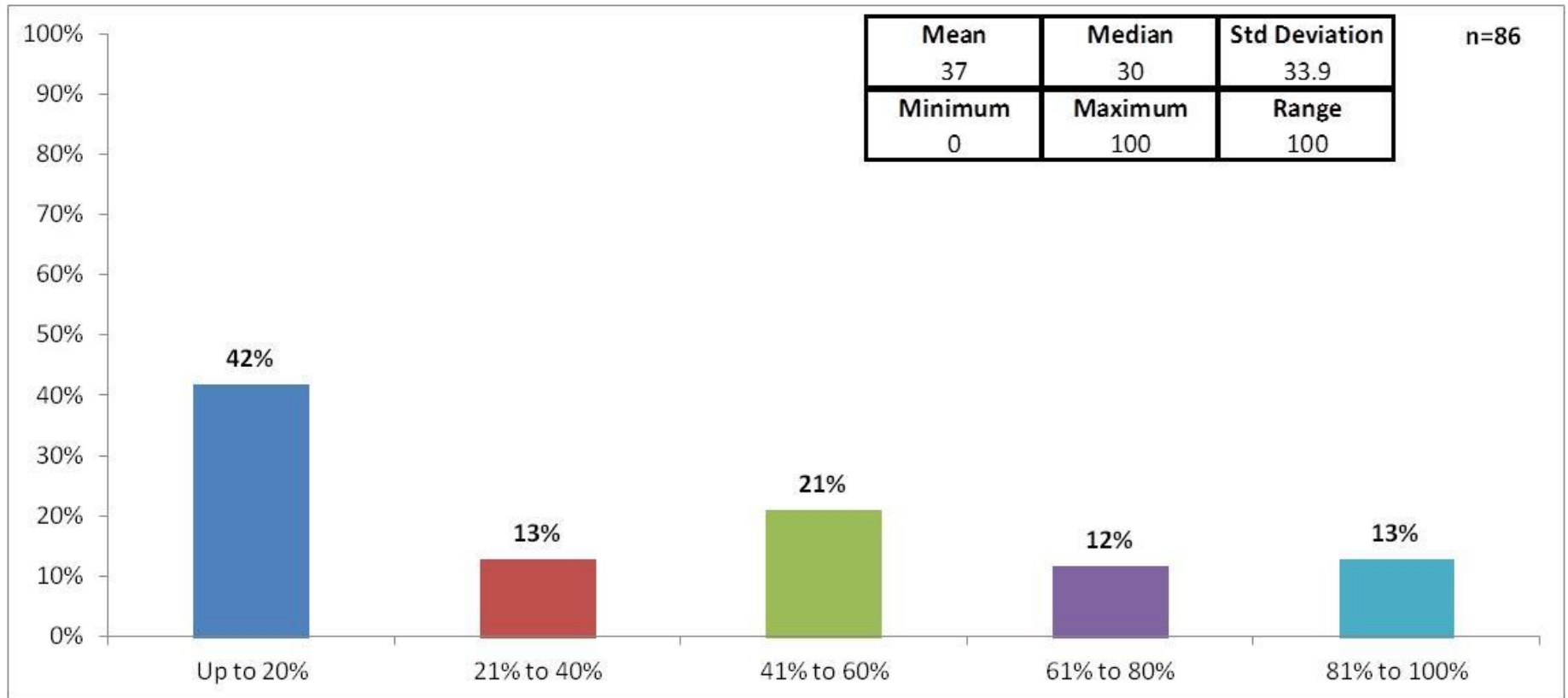
# Employees

---

- ▼ Percentage of Regular Employees
- ▼ Number of Employees
- ▼ Number of Hours
- ▼ Level of Education

# Percentage of Regular Employees – Full-time Salaried

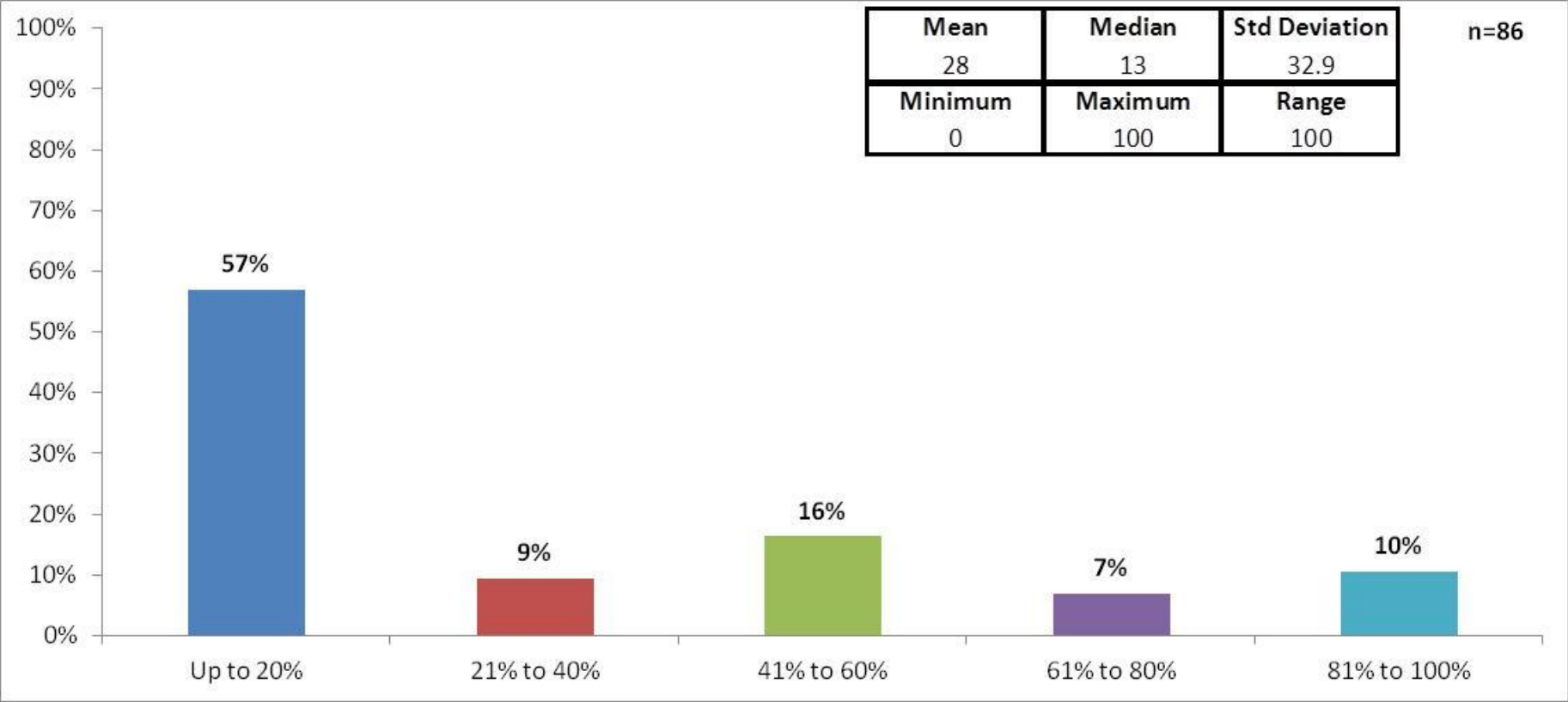
For over half of the organizations, 30% or less of their regular employees were permanent, full-time salaried employees.



Q16. In 2012, what percentage of your regular employees were permanent, full-time salaried employees?

# Percentage of Regular Employees – Full-time Hourly

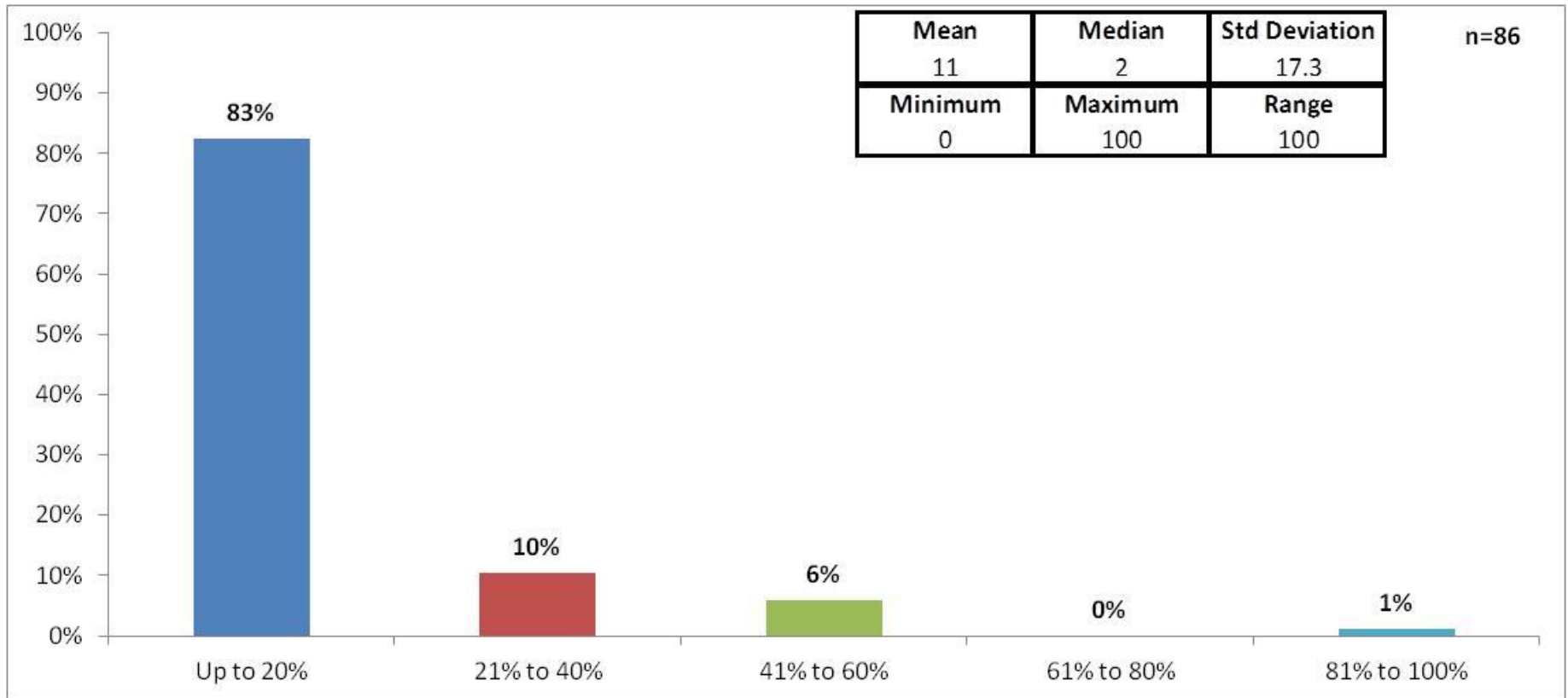
For half of the organizations, 13% or less of their regular employees were permanent, full-time hourly employees.



Q16. In 2012, what percentage of your regular employees were permanent, full-time hourly employees?

# Percentage of Regular Employees – Permanent Part-time

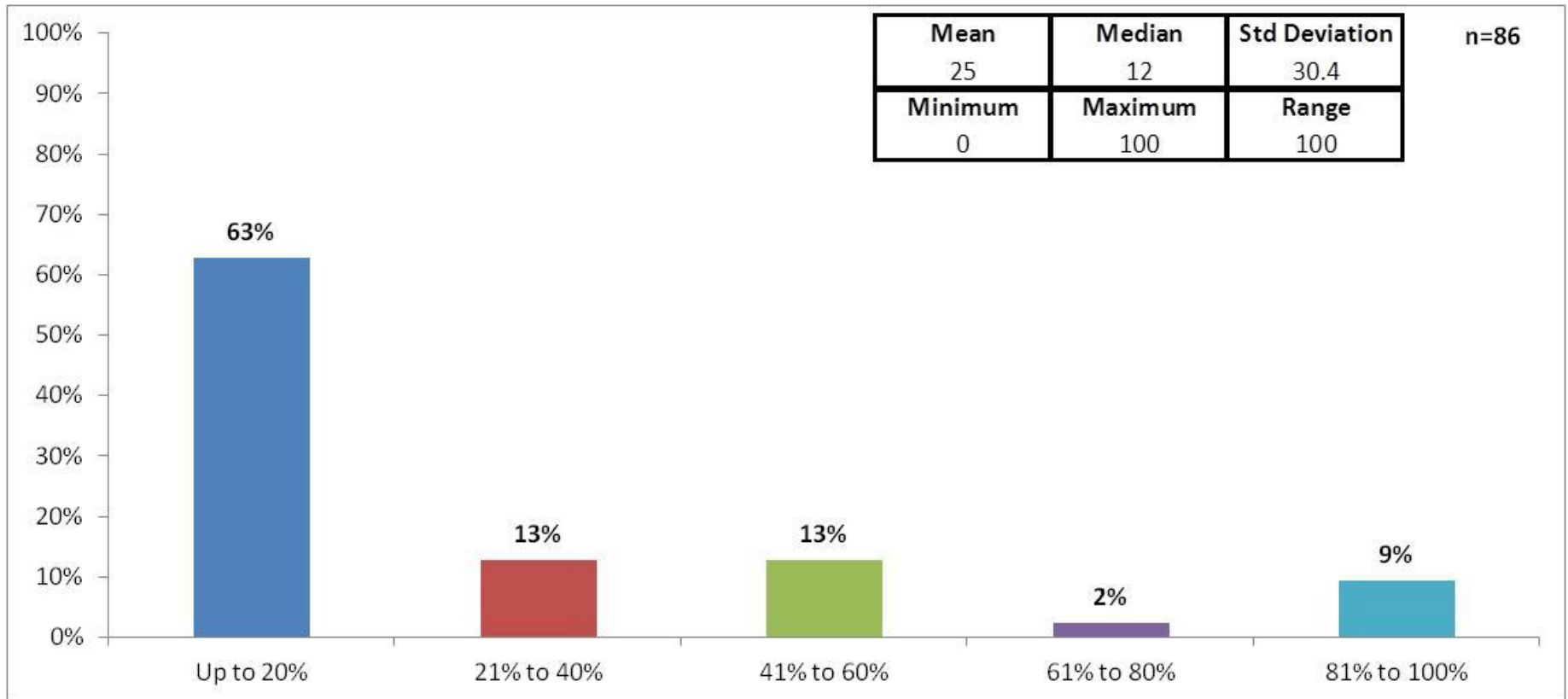
For over half of the organizations, 2% or less of their regular employees were permanent, part-time employees.



Q16. In 2012, what percentage of your regular employees were permanent, part-time employees?

# Percentage of Regular Employees – Temporary

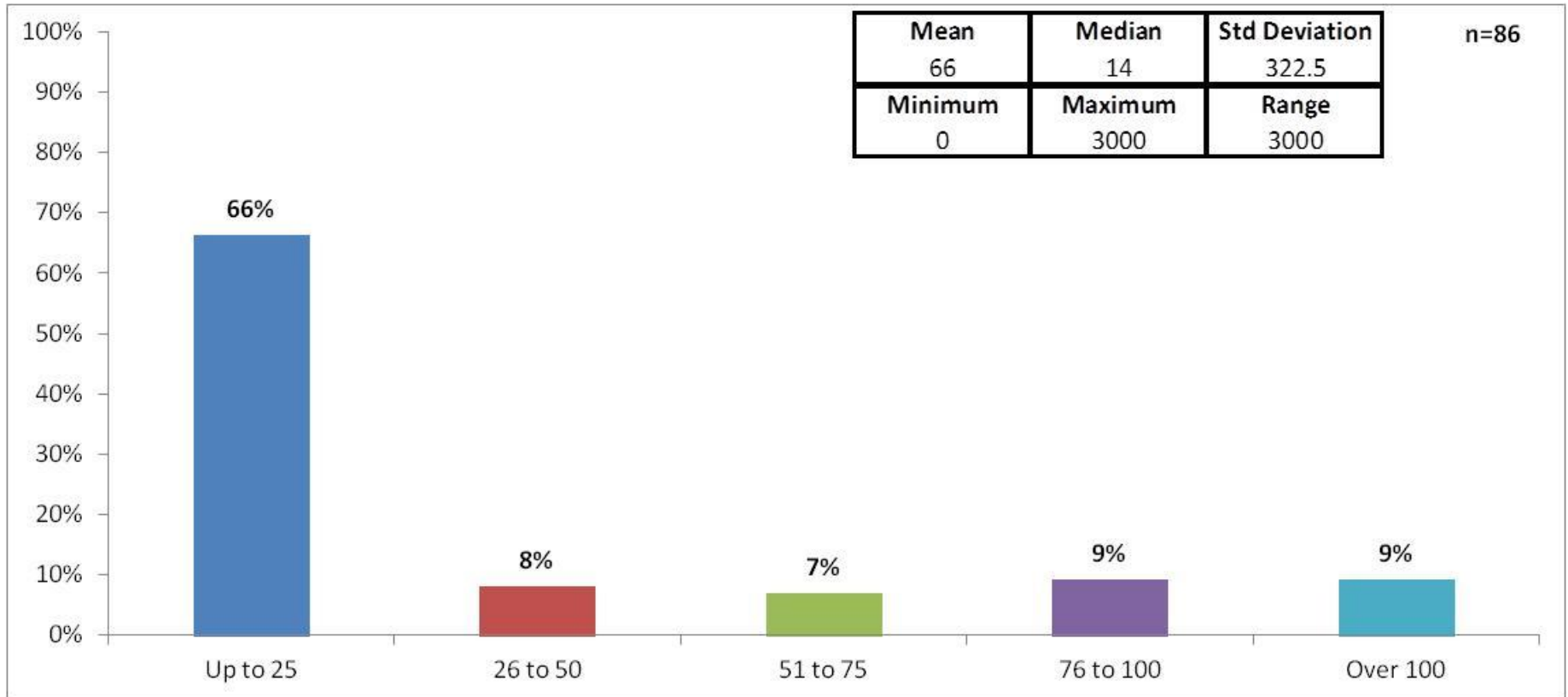
For half of the organizations, 12% or less of their regular employees were temporary employees.



Q16. In 2012, what percentage of your regular employees were temporary employees (whether full-time or part-time)?

# Number of Employees

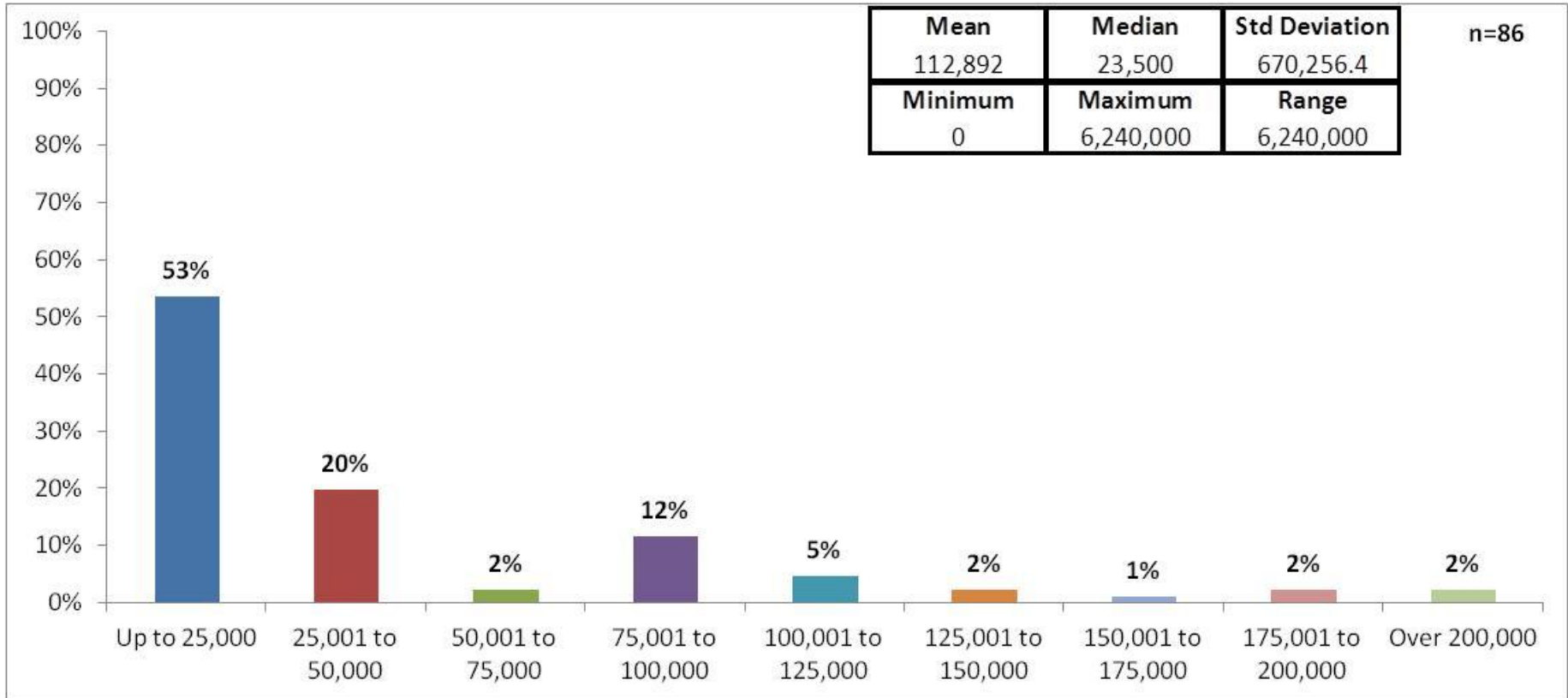
Over half of the organizations had 14 or fewer employees on their payrolls.



Q17. In 2012, how many individual employees (whether they worked for an hour or 2,080 hours) did your company have on payroll?

# Number of Hours

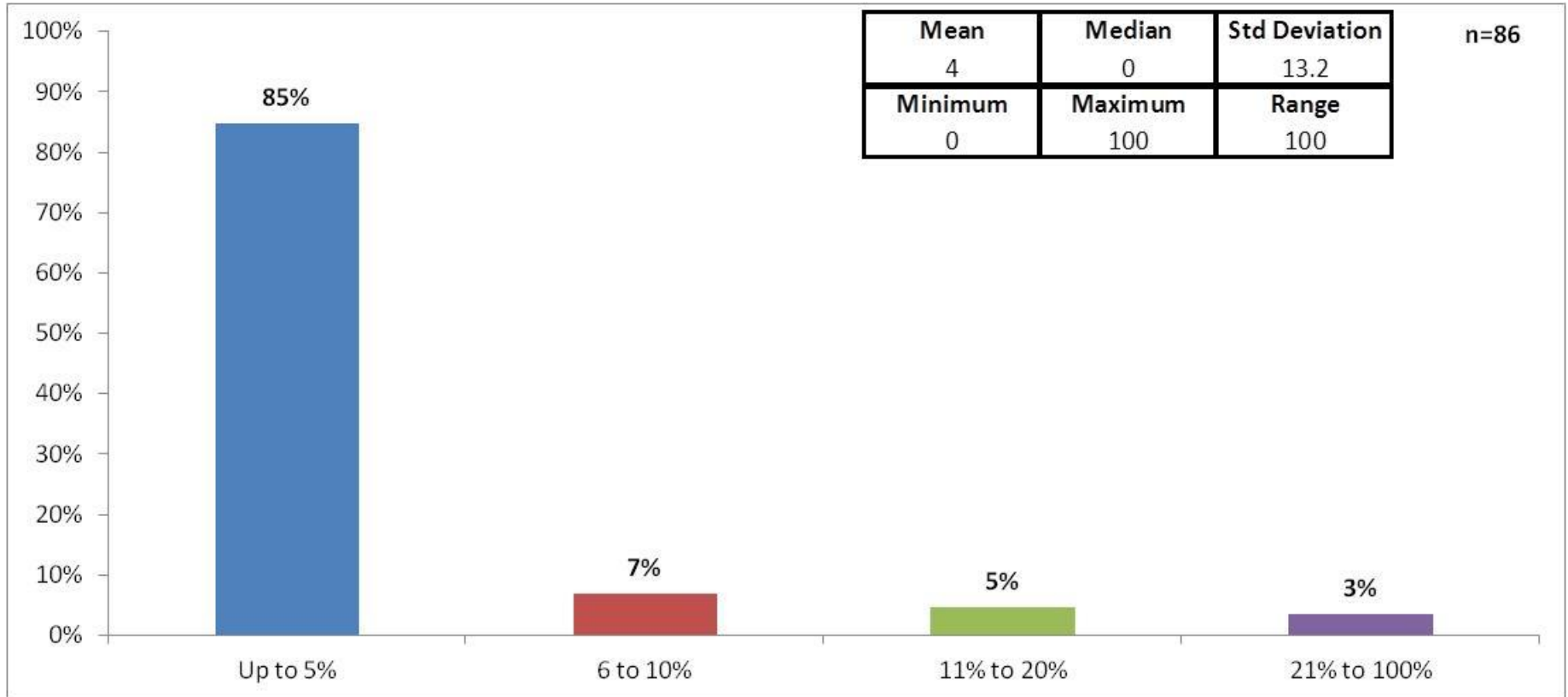
Half of the organizations had a total of 23,500 hours or fewer worked in 2012.



Q18. In 2012, how many total hours did all employees work (assume one full-time employee works 2,080 hours in a year)?

# Level of Education – High School

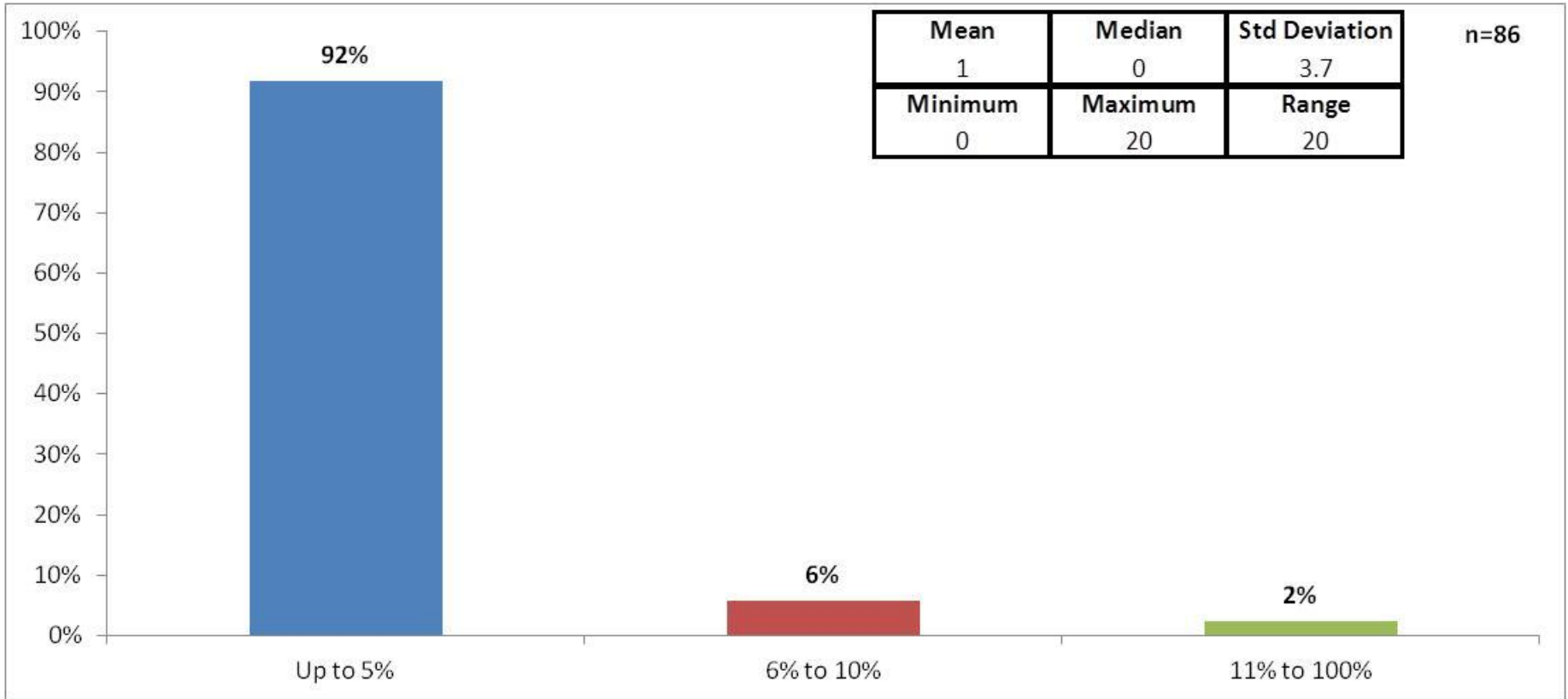
The majority of the organizations had no staff who had earned a high-school diploma as their highest degree.



Q19. What is the highest educational level attained by your company's 2012 professional and management staff?

# Level of Education – Associate’s Degree

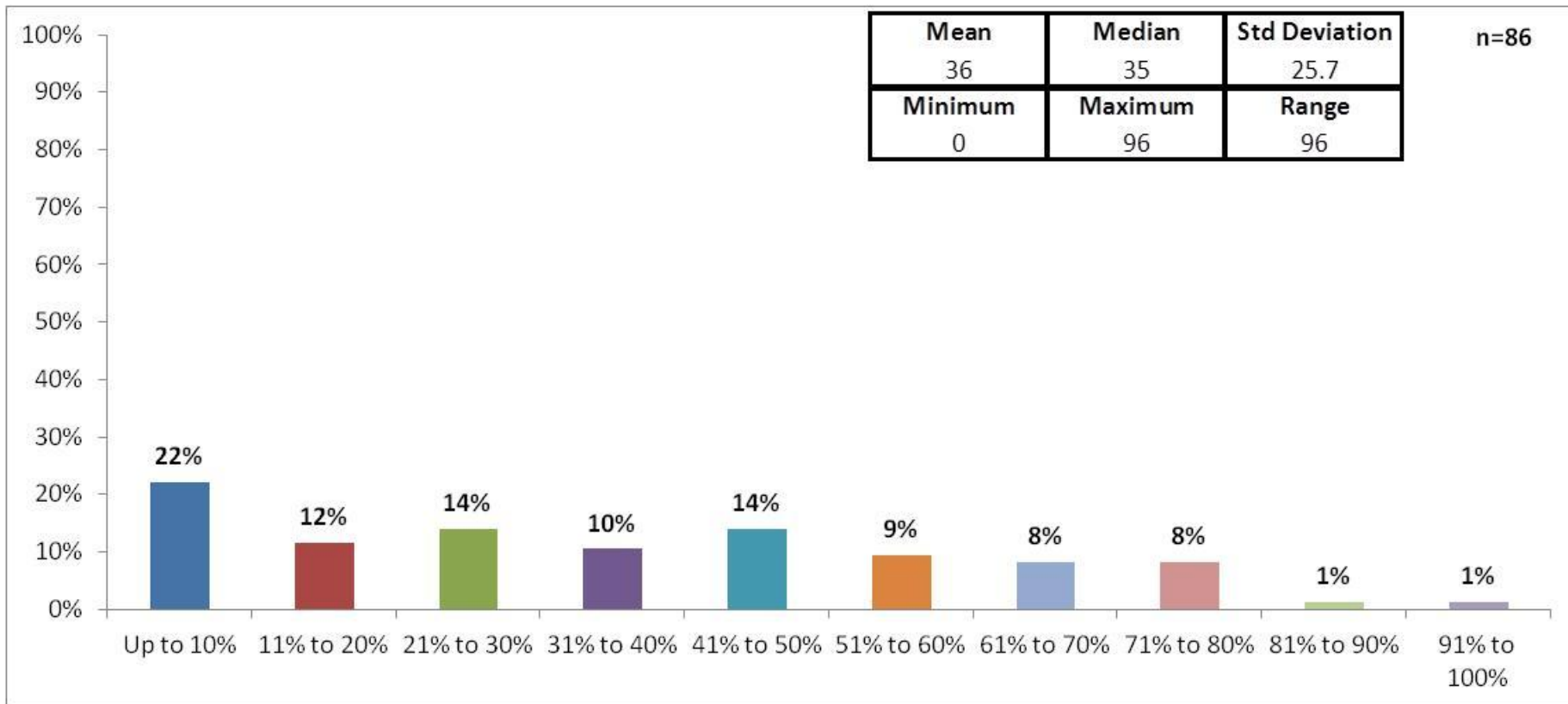
The majority of the organizations had no staff who had earned an associate’s degree as their highest degree.



Q19. What is the highest educational level attained by your company’s 2012 professional and management staff?

# Level of Education – Bachelor’s Degree

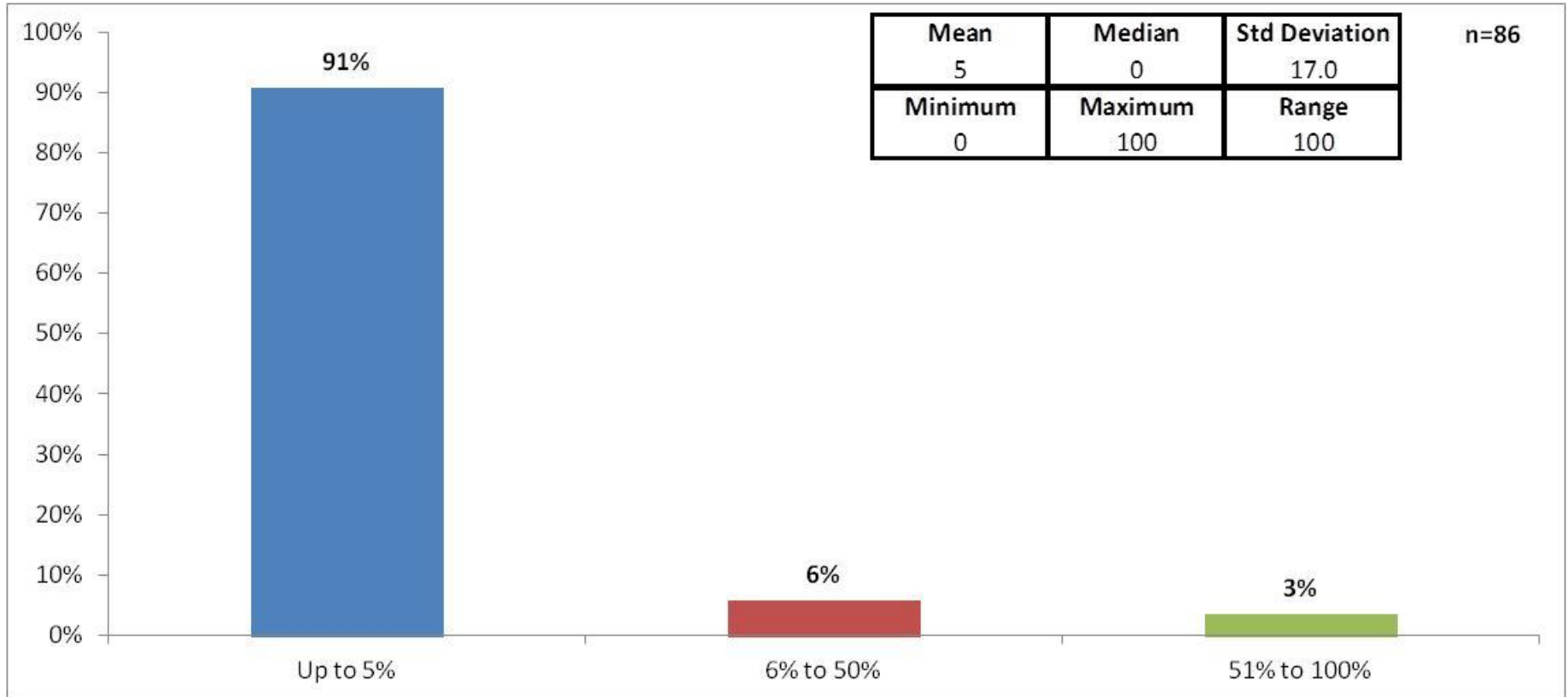
Over half of the organizations had 35% or less of their staff who had earned a 4-year bachelor’s degree as their highest degree.



Q19. What is the highest educational level attained by your company’s 2012 professional and management staff?

# Level of Education – 5-year Professional Degree

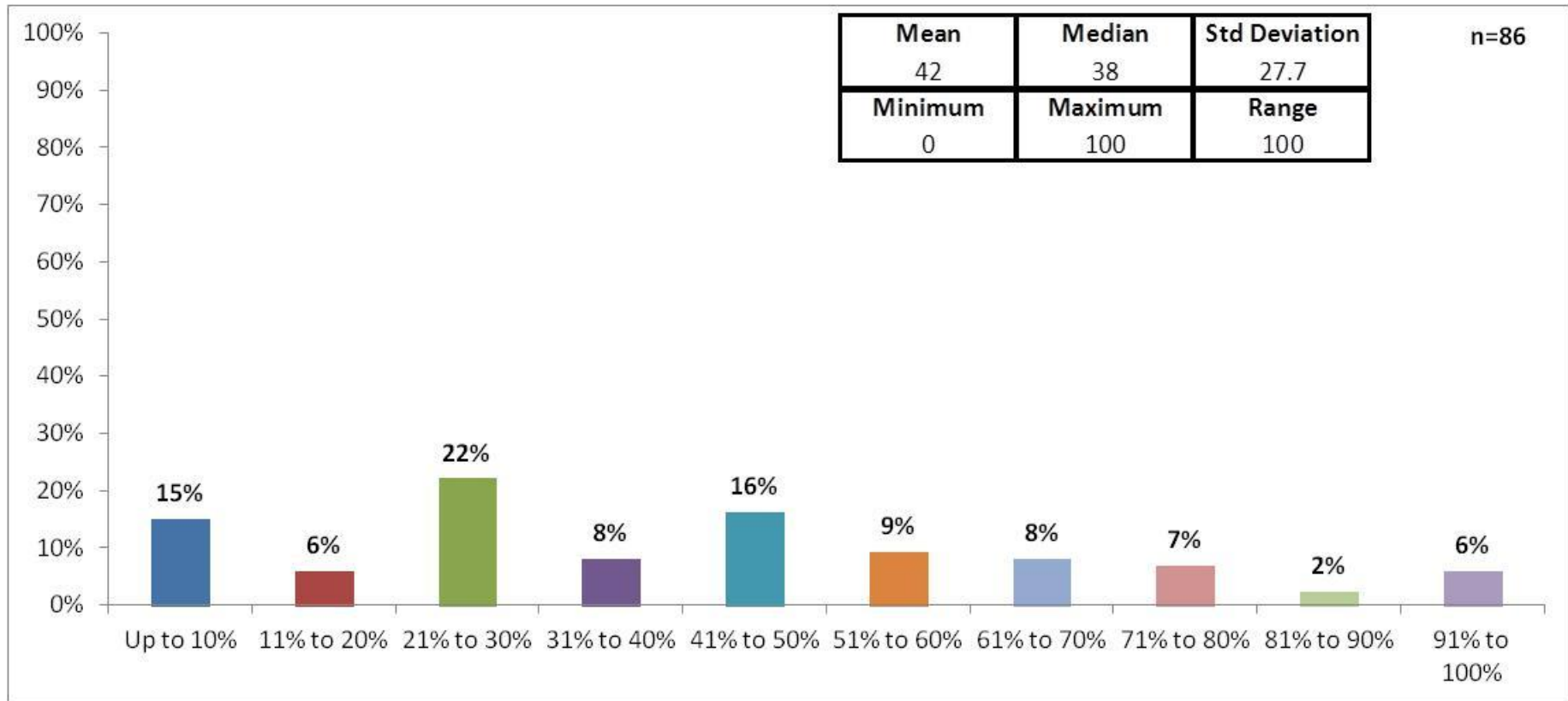
The vast majority of organizations had 5% or less of their staff who had earned a professional degree as their highest degree.



Q19. What is the highest educational level attained by your company's 2012 professional and management staff?

# Level of Education – Master’s Degree or MBA

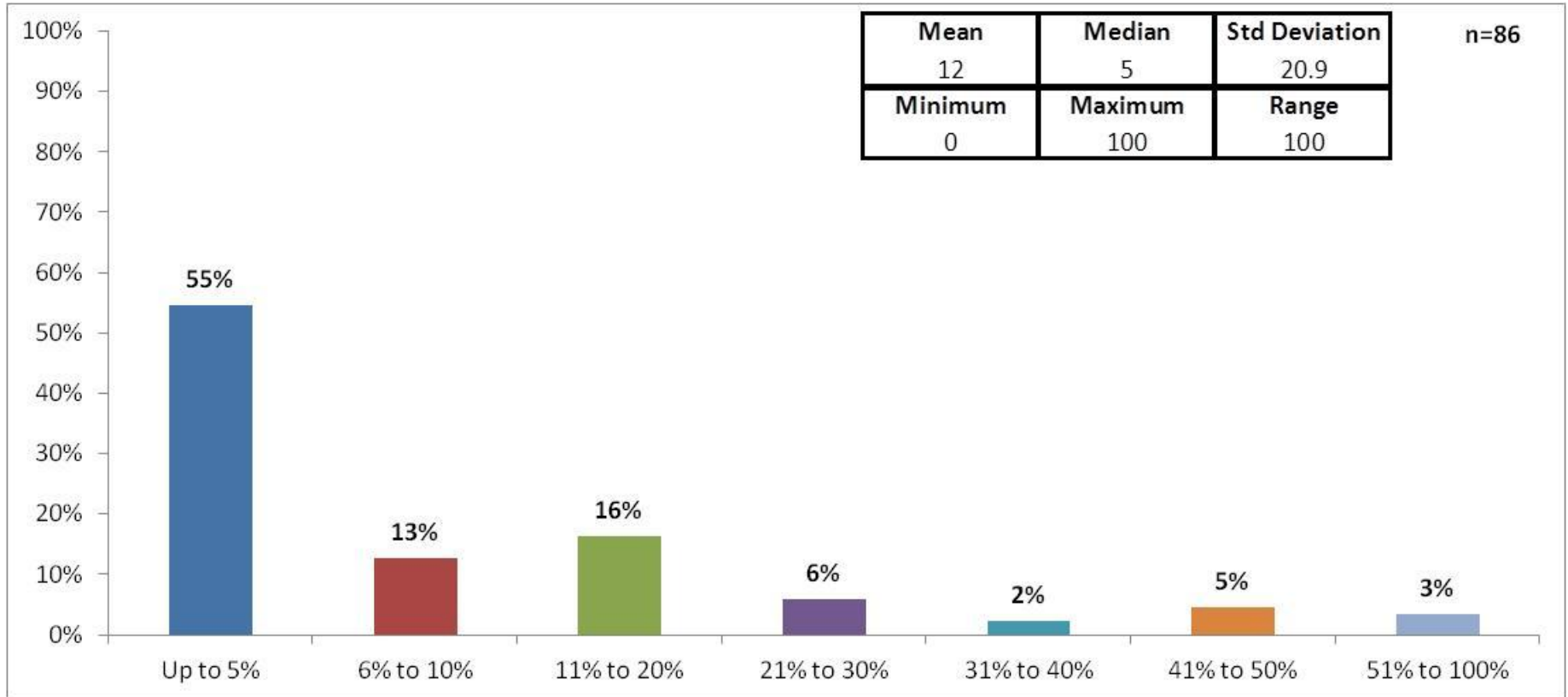
There was a wide range of variation in the percentage of staff at organizations who had a Master’s degree or MBA as their highest level of education.



Q19. What is the highest educational level attained by your company’s 2012 professional and management staff?

# Level of Education – PhD

Over half of the organizations had 5% or less of their staff who had earned a PhD as their highest degree.



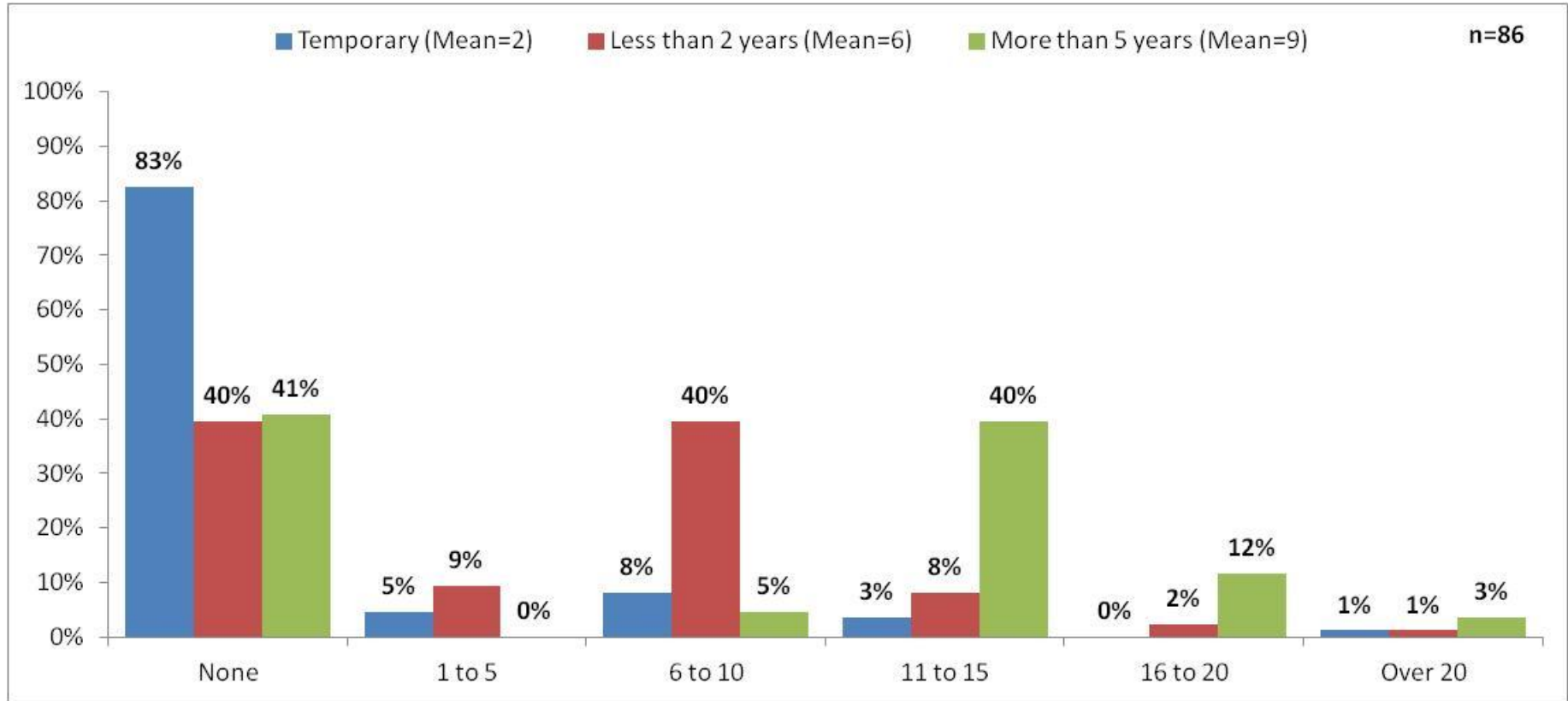
Q19. What is the highest educational level attained by your company's 2012 professional and management staff?

# Benefits

- ▼ Vacation Days
- ▼ Personal Days
- ▼ Holidays
- ▼ Sick Days
- ▼ Other Days
- ▼ Health Insurance Coverage
- ▼ Defined Supplements
- ▼ Percentage of Health Insurance Premiums
- ▼ Percentage of Life Insurance Premiums
- ▼ Percentage of Disability Insurance Premiums
- ▼ Retirement Plans
- ▼ Workers' Compensation Coverage
- ▼ Professional Development

# Vacation Days

Some organizations did not give permanent employees any paid vacation days.



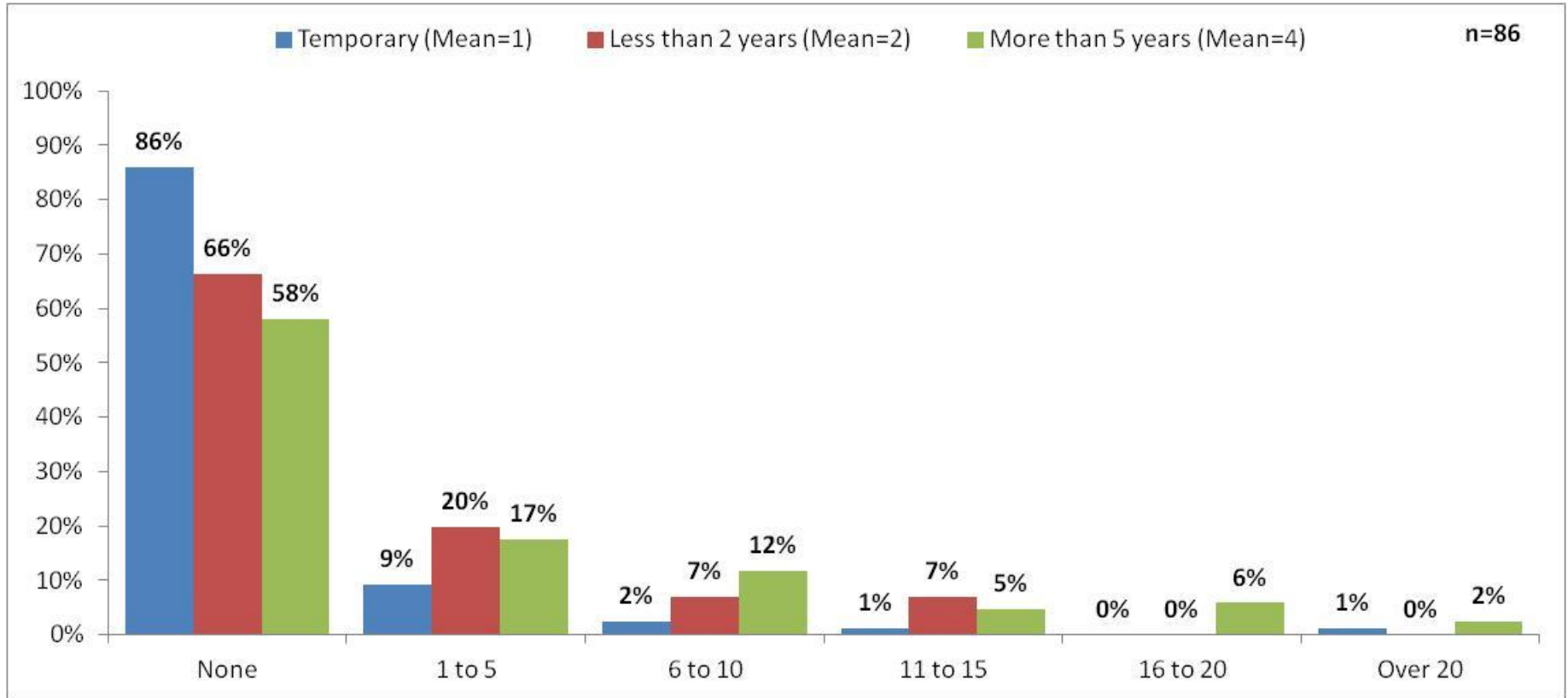
Q22. How many days of paid time off per year does your company provide for temporary employees who work 40 hours per week while they are employed? For this question, please answer using an annual rate of accrual, even though they may not work for an entire year.

Q20. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **less than 2 years** with the company?

Q21. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **more than 5 years** with the company?

# Personal Days

Most organizations did not offer paid personal days, but some gave over a week's worth.



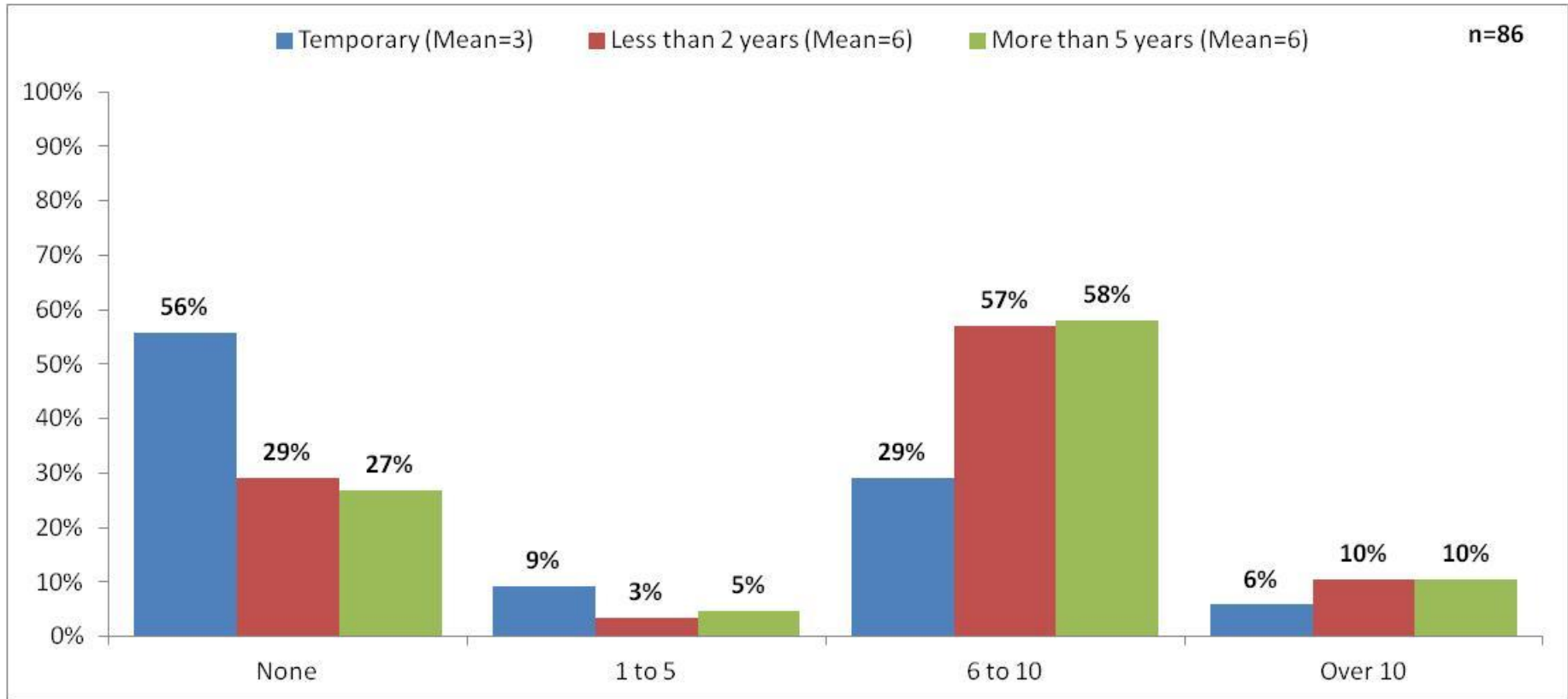
Q22. How many days of paid time off per year does your company provide for temporary employees who work 40 hours per week while they are employed? For this question, please answer using an annual rate of accrual, even though they may not work for an entire year.

Q20. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **less than 2 years** with the company?

Q21. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **more than 5 years** with the company?

# Holidays

The average number of paid holidays for permanent employees was six.



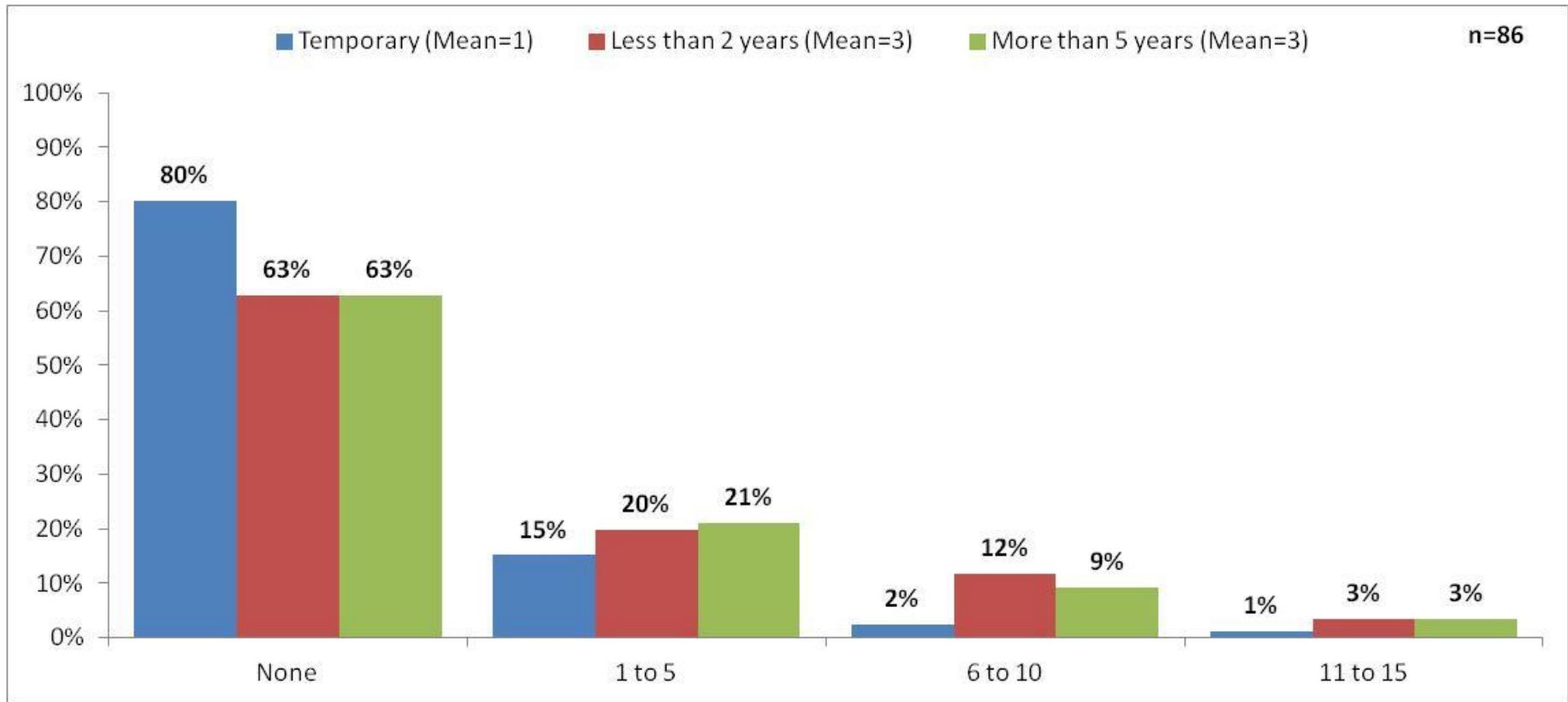
Q22. How many days of paid time off per year does your company provide for temporary employees who work 40 hours per week while they are employed? For this question, please answer using an annual rate of accrual, even though they may not work for an entire year.

Q20. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **less than 2 years** with the company?

Q21. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **more than 5 years** with the company?

# Sick Days

Most organizations did not offer paid sick days, but some would give up to a week or even two.



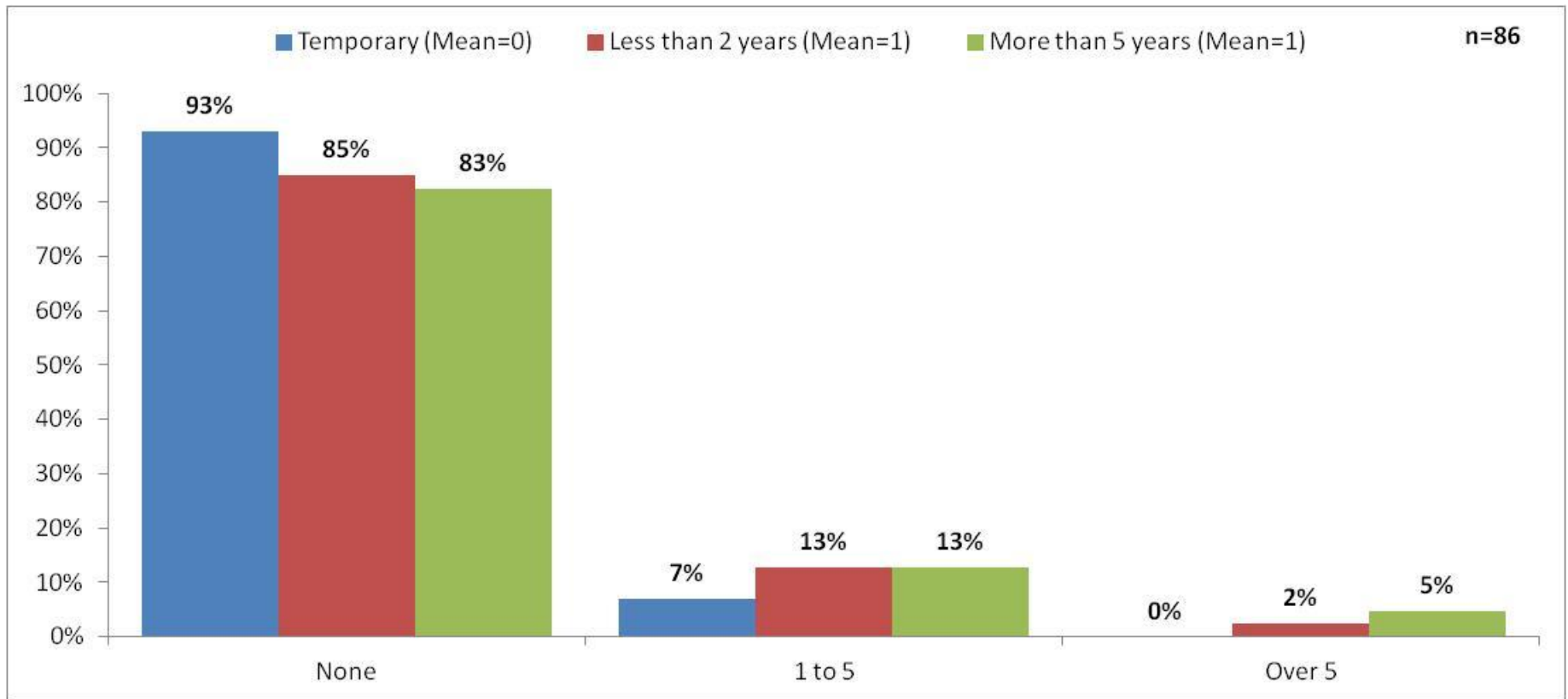
Q22. How many days of paid time off per year does your company provide for temporary employees who work 40 hours per week while they are employed? For this question, please answer using an annual rate of accrual, even though they may not work for an entire year.

Q20. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **less than 2 years** with the company?

Q21. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **more than 5 years** with the company?

# Other Days

Most organizations did not give any other paid time off to employees.



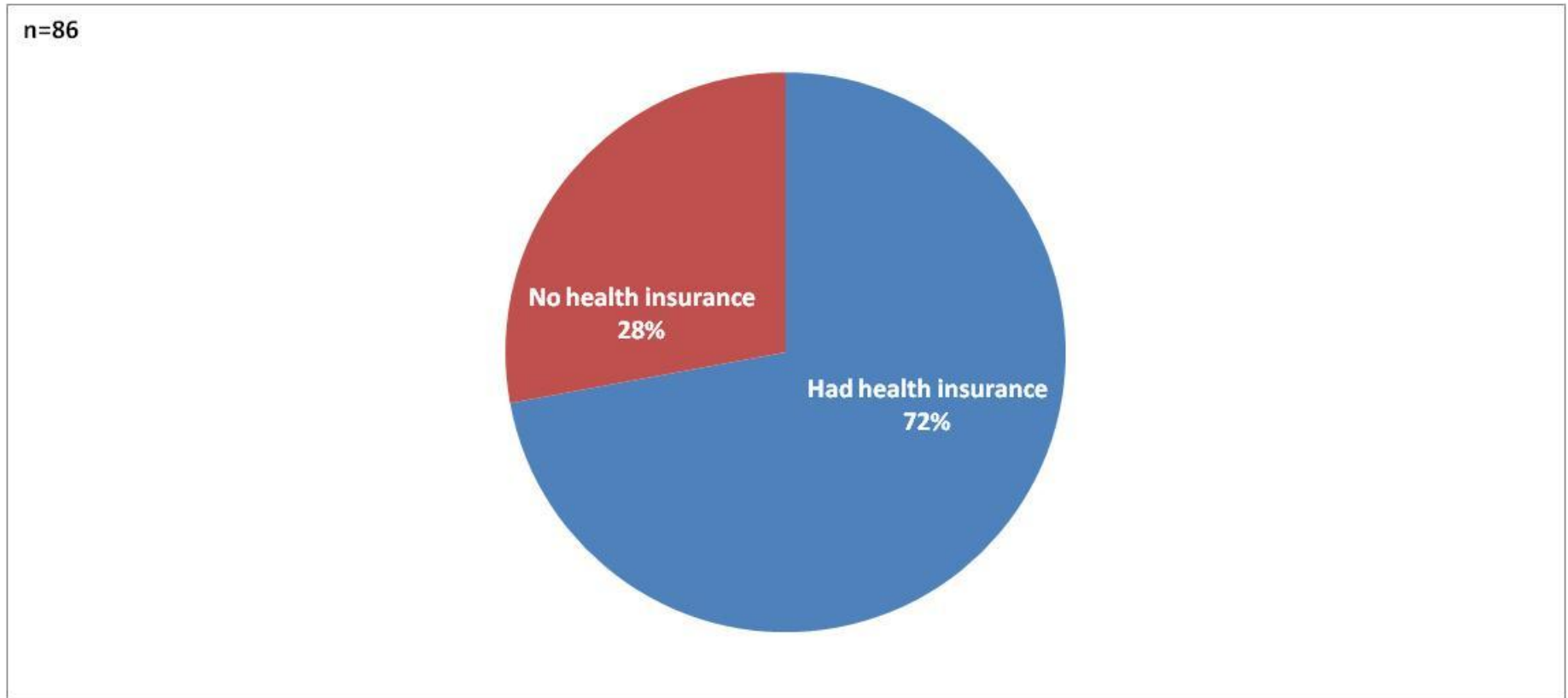
Q22. How many days of paid time off per year does your company provide for temporary employees who work 40 hours per week while they are employed? For this question, please answer using an annual rate of accrual, even though they may not work for an entire year.

Q20. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **less than 2 years** with the company?

Q21. How many days of paid time off per year does your company provide for a full-time, permanent employee who has **more than 5 years** with the company?

# Health Insurance Coverage

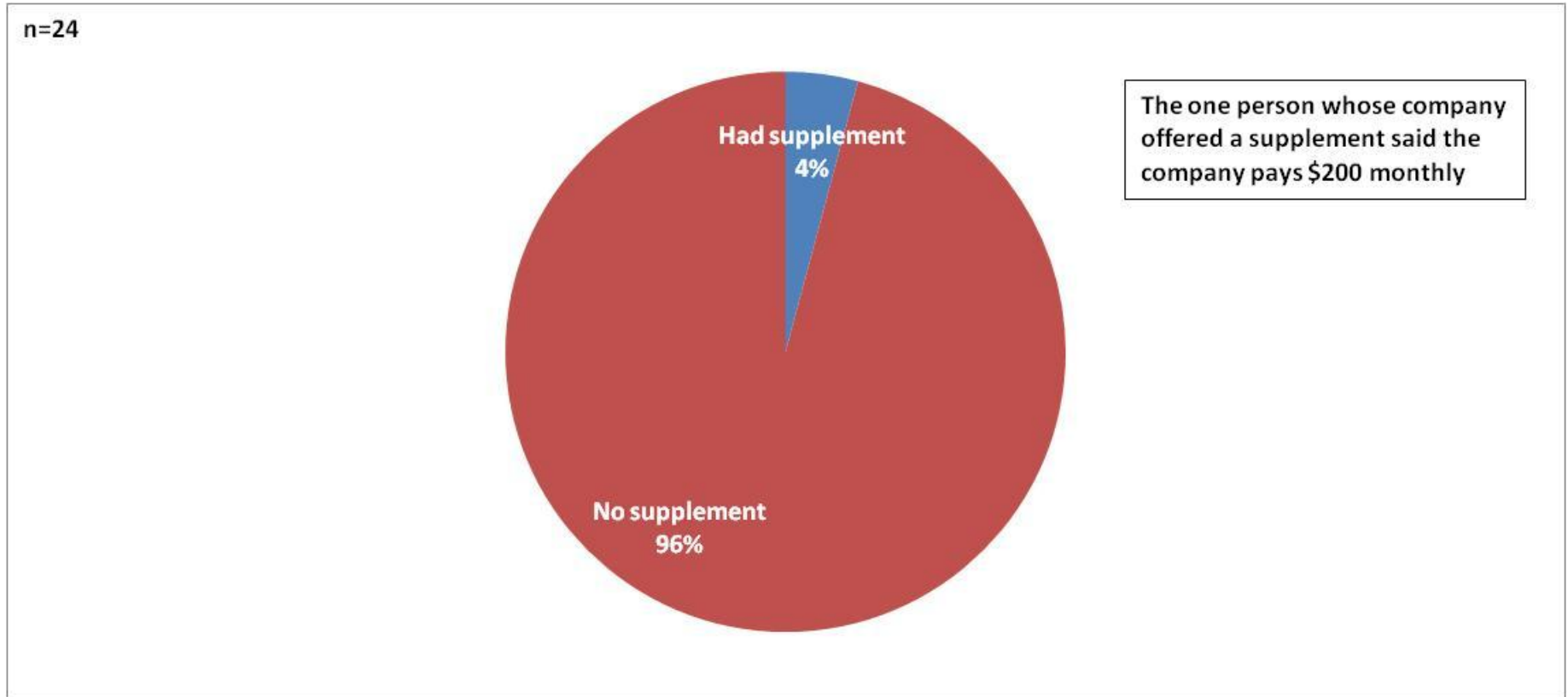
Most organizations provided health insurance coverage for employees.



Q23. Does your company provide health insurance coverage for its employees?

# Defined Supplements

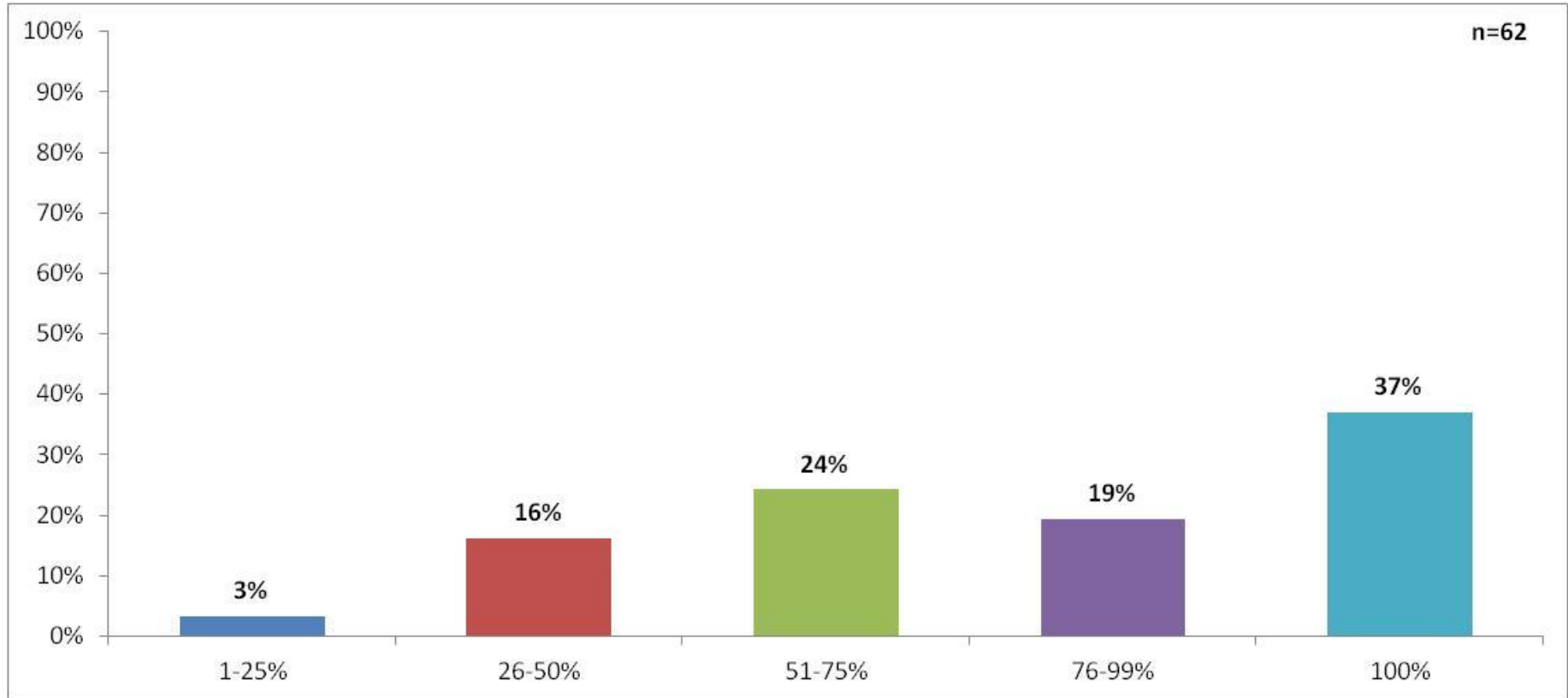
Of those who work for organizations that do not offer health insurance coverage, nearly all said their employers did not offer supplements either.



Q24. Does your company pay employees a defined supplement to assist them in paying for health care?

# Percentage of Health Insurance Premiums

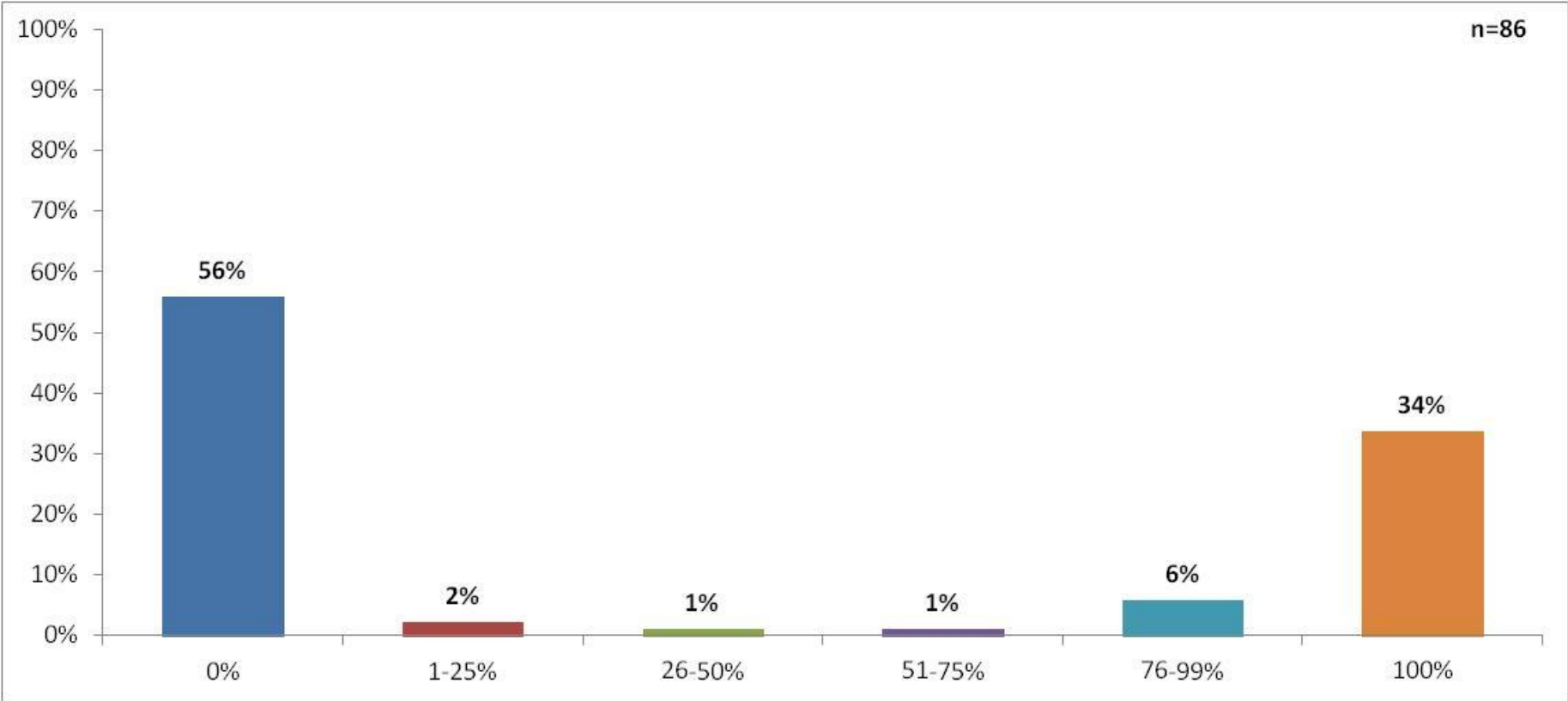
Of those who work for organizations that offer health insurance coverage, over a third said their employers cover the entire premium.



Q26. What percentage of employees' health insurance premiums did your company pay in 2012?

# Percentage of Life Insurance Premiums

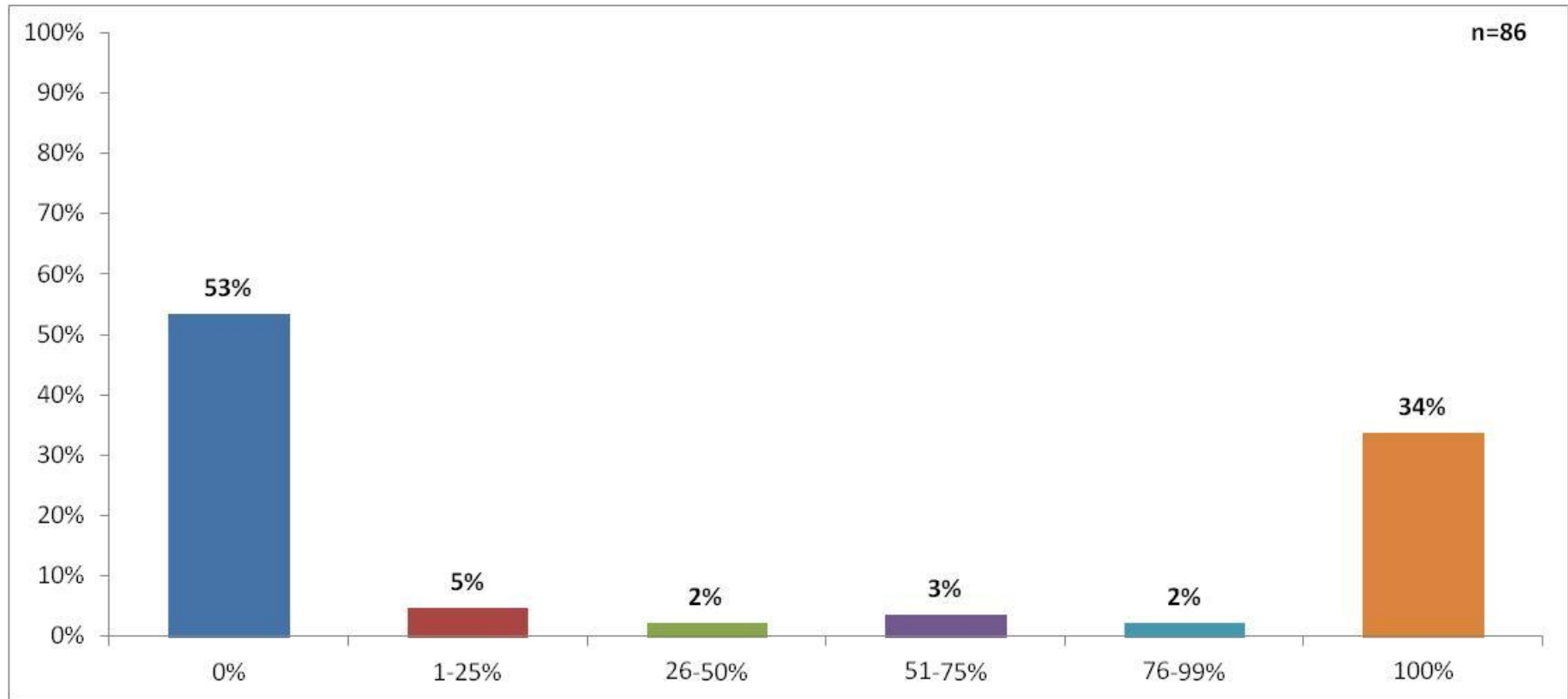
Just over half of organizations did not cover life insurance premiums, but about one-third covered the entire amount.



Q27. What percentage of employees' life insurance premiums did your company pay in 2012?

# Percentage of Disability Insurance Premiums

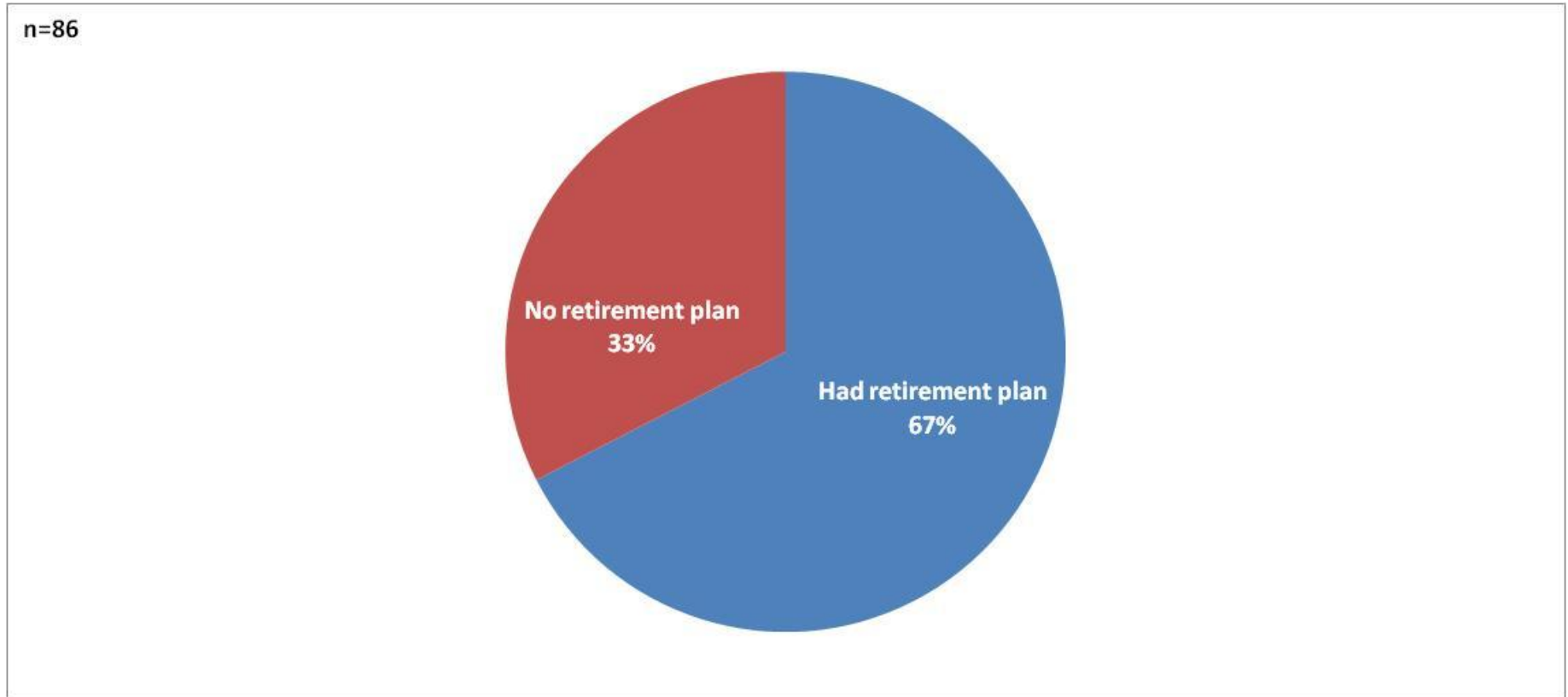
Just over half of organizations did not cover disability insurance premiums, but about one-third covered the entire amount.



Q28. What percentage of employees' disability insurance premiums did your company pay in 2012?

# Retirement Plans

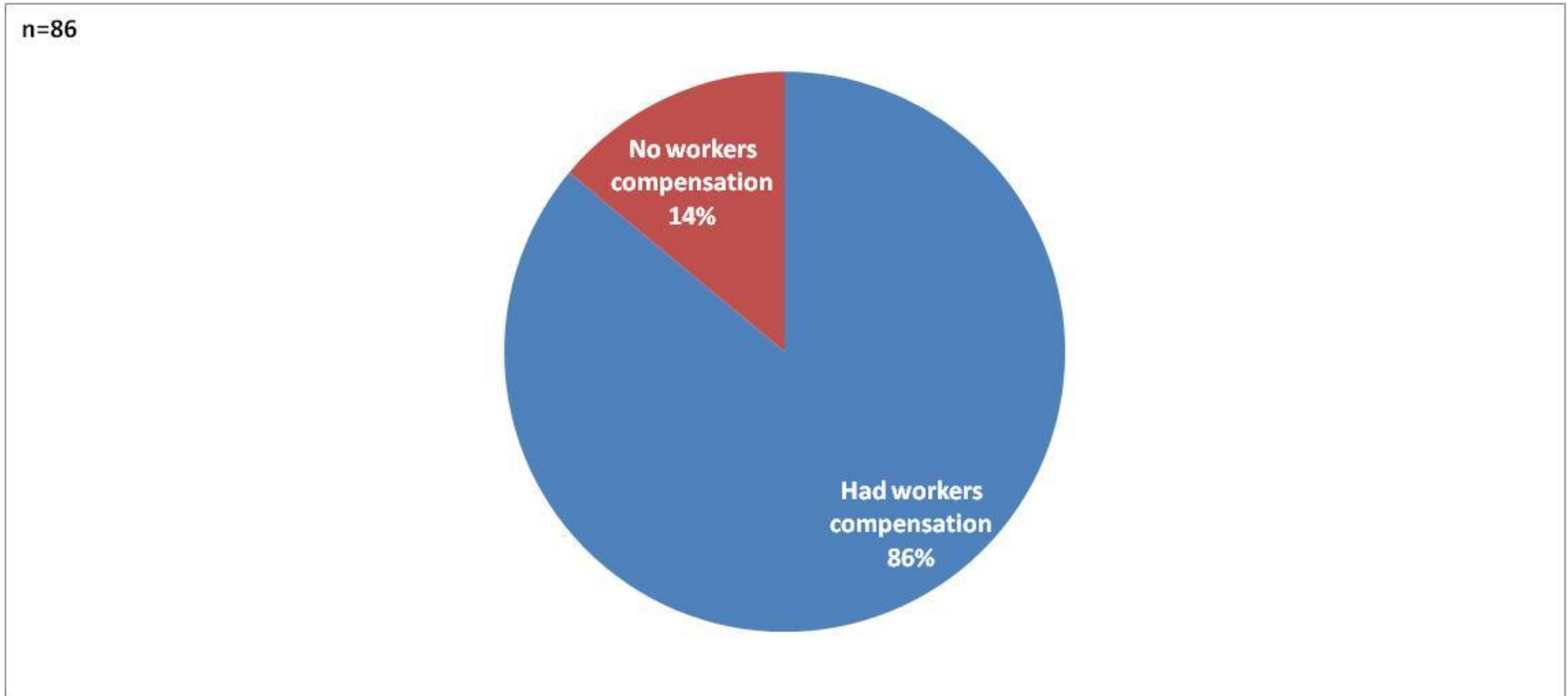
About two-thirds of the organizations offered a retirement plan.



Q29. Did your company offer a retirement (e.g., 401k) or profit-sharing plan in 2012?

# Workers' Compensation Coverage

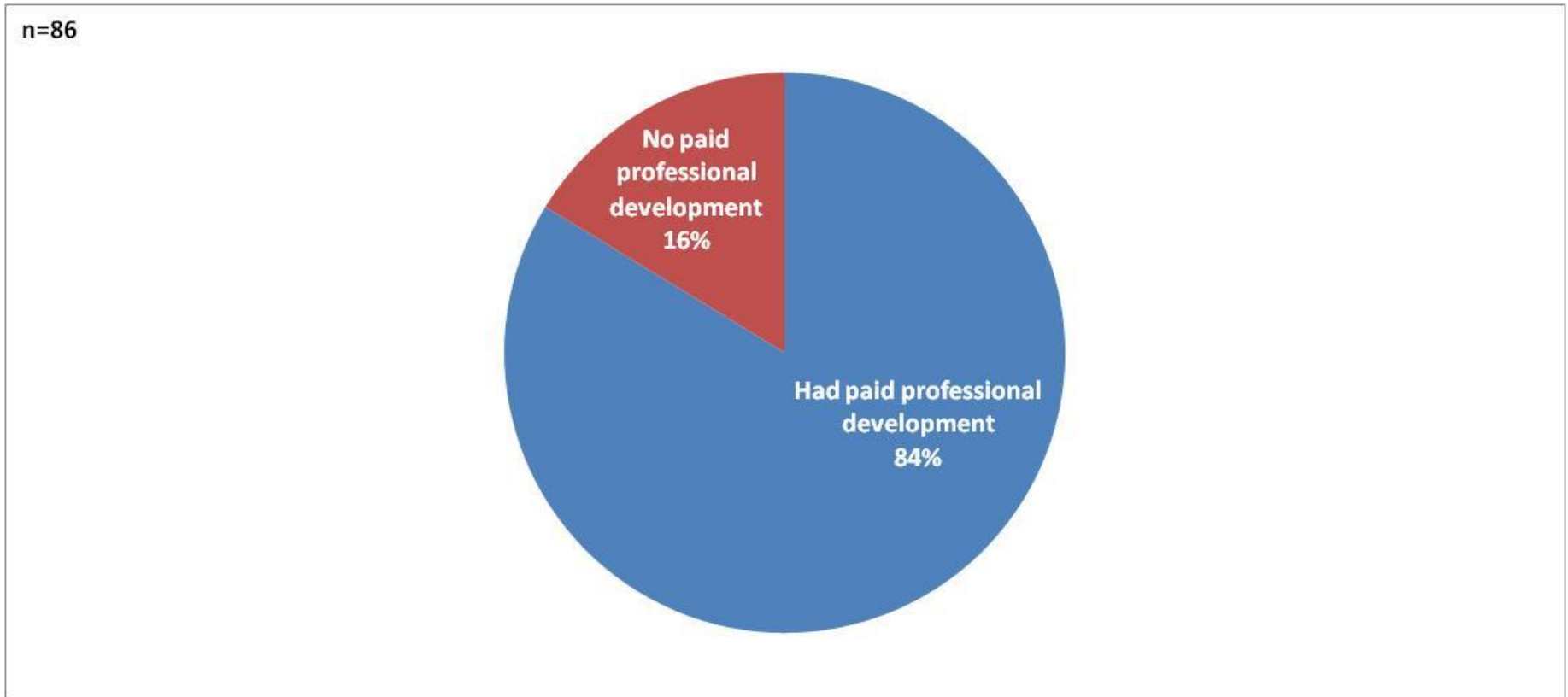
The majority of organizations offered workers' compensation coverage.



Q30. Did your company offer workers' compensation coverage in 2012?

# Professional Development

The majority of organizations offered support for employees' professional development.



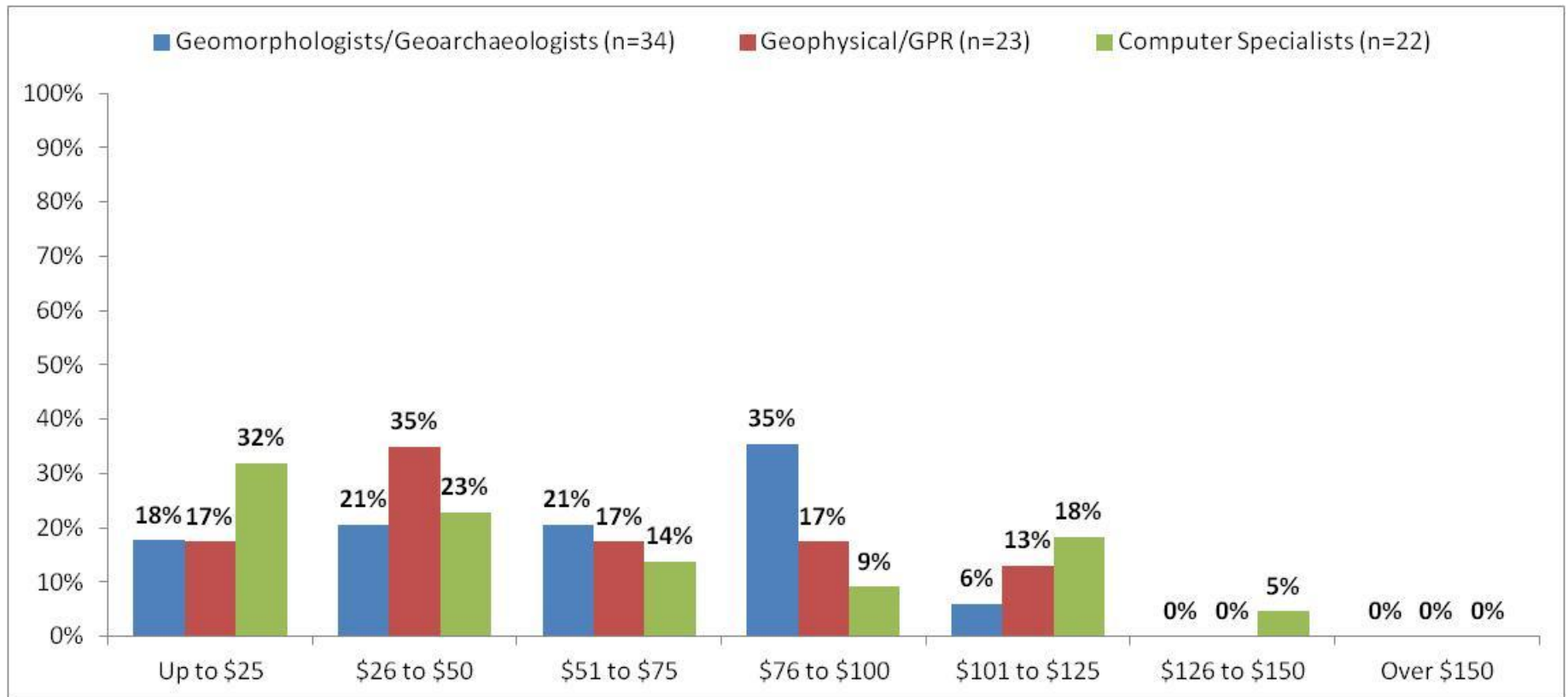
Q31. Did your company support and pay for employees' professional development in 2012 (e.g., professional registrations, professional association memberships, continuing education)?

# Compensation

- ▼ Subcontractors
- ▼ Number of Employees Summary
- ▼ Wages Summary
- ▼ Salaries Summary
- ▼ Business Owner/Principal
- ▼ CRM Division/Department/  
Group Manager
- ▼ Regional Office Manager
- ▼ Project Manager
- ▼ Principal Investigator/  
Senior Archaeologist/  
Senior Architectural Historian
- ▼ Archaeologist/Field Director/  
Project Archaeologist
- ▼ Historian/  
Architectural Historian/  
Preservation Planner
- ▼ Laboratory Director
- ▼ Crew Chief
- ▼ Senior Archaeological Technician
- ▼ Archaeological Technician
- ▼ Laboratory Technician
- ▼ Graphic Artist
- ▼ Editor
- ▼ Production Assistant

# Subcontractors

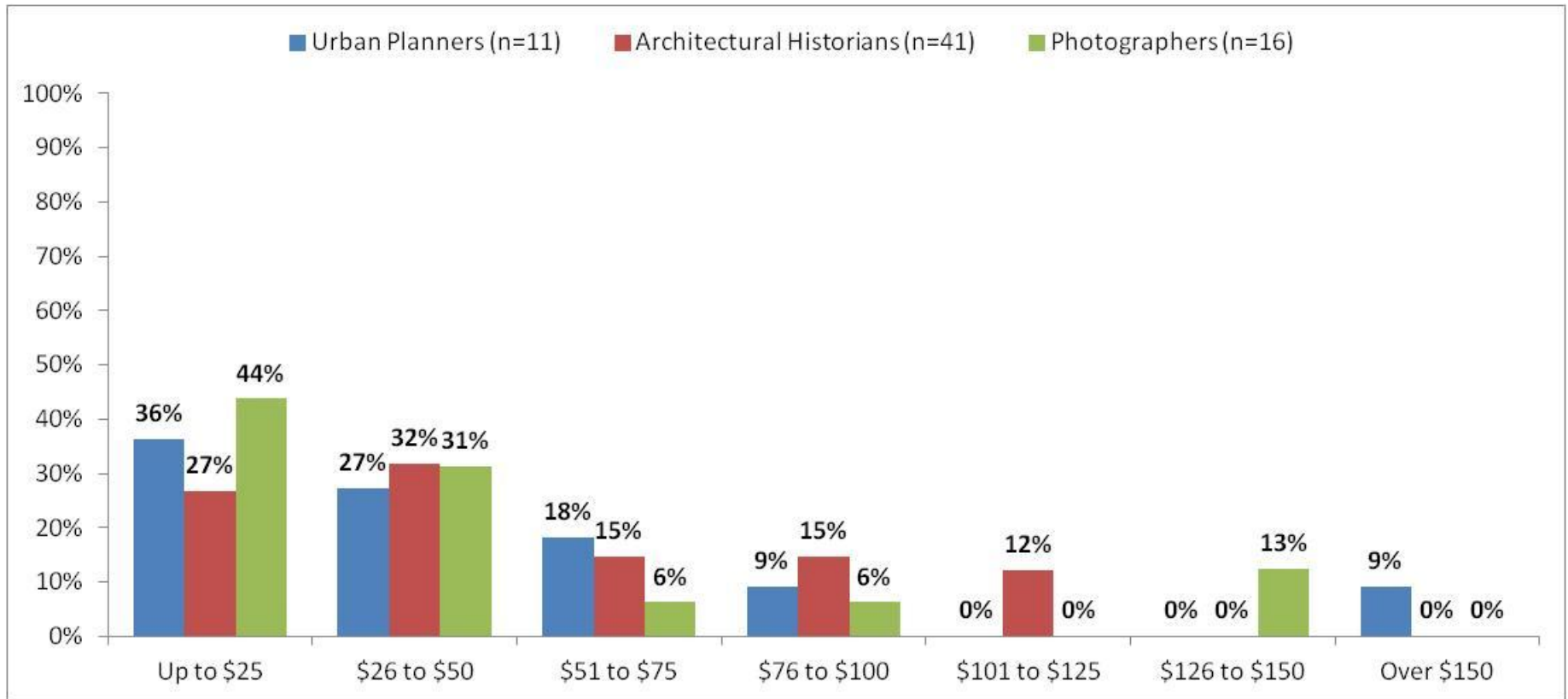
Of the 15 positions included in the survey, these three had the highest average hourly rates.



Q32. Consider the hourly rates you paid subcontractors for the following positions in 2011 and 2012. For each position, fill in the average hourly rates for the past two years. Please round to the nearest dollar.

# Subcontractors

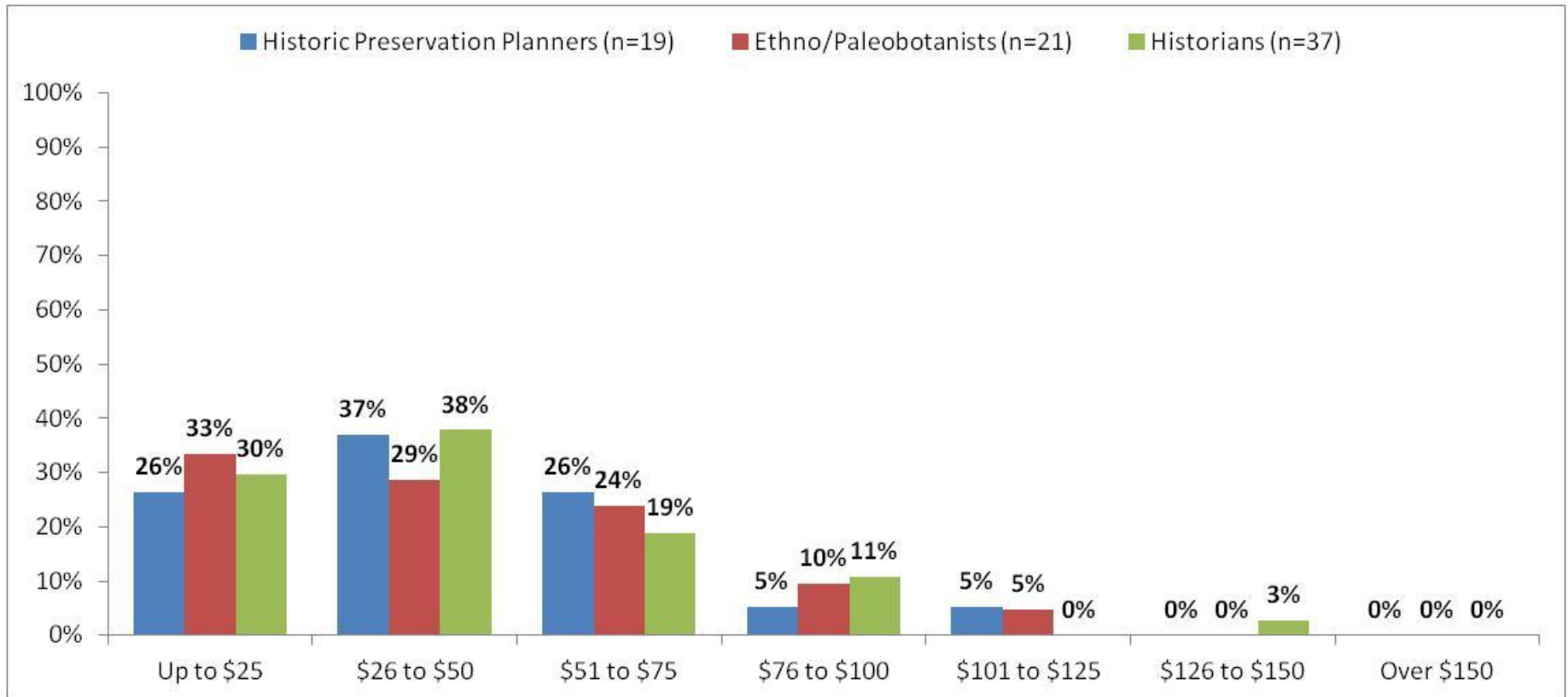
Of the 15 positions included in the survey, these three had the next highest average hourly rates.



Q32. Consider the hourly rates you paid subcontractors for the following positions in 2011 and 2012. For each position, fill in the average hourly rates for the past two years. Please round to the nearest dollar.

# Subcontractors

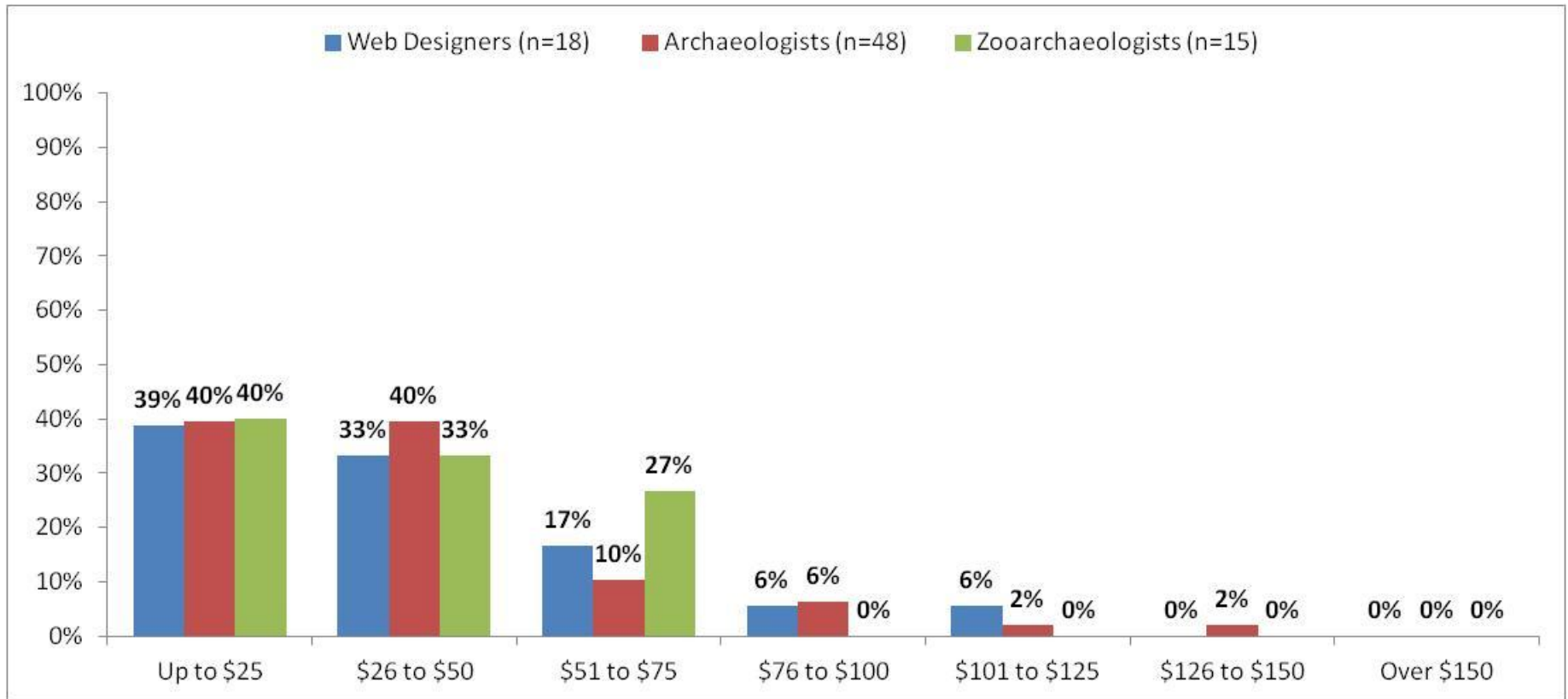
These three positions had average hourly rates in the middle compared to other positions.



Q32. Consider the hourly rates you paid subcontractors for the following positions in 2011 and 2012. For each position, fill in the average hourly rates for the past two years. Please round to the nearest dollar.

# Subcontractors

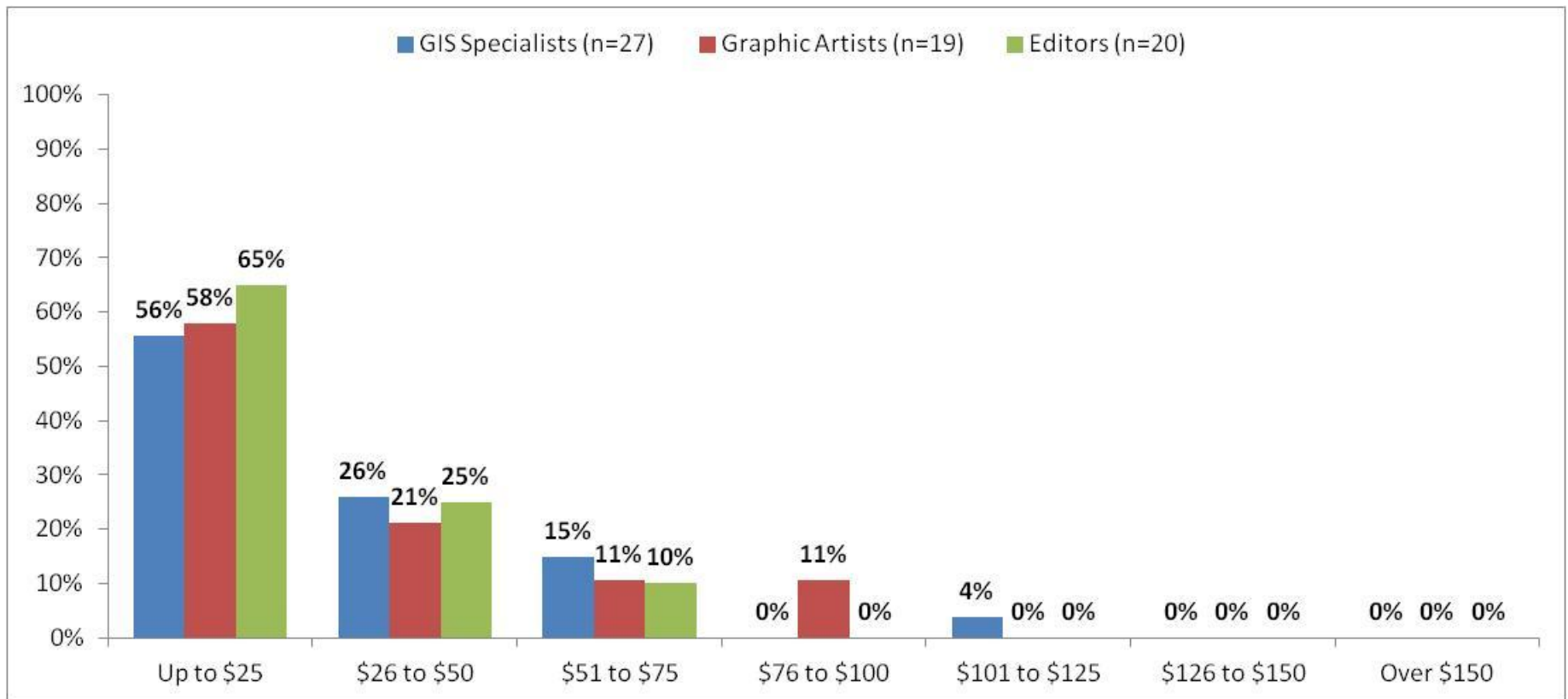
These three positions had average hourly rates lower than the middle.



Q32. Consider the hourly rates you paid subcontractors for the following positions in 2011 and 2012. For each position, fill in the average hourly rates for the past two years. Please round to the nearest dollar.

# Subcontractors

Of the 15 positions included in the survey, these three had the lowest average hourly rates.



Q32. Consider the hourly rates you paid subcontractors for the following positions in 2011 and 2012. For each position, fill in the average hourly rates for the past two years. Please round to the nearest dollar.

# Subcontractors – Summary

Summary data for all 15 subcontractor positions are below, listed in alphabetical order.

	Sample Size	Mean	Median	Std. Deviation	Minimum	Maximum	Range
Archaeologists	48	\$41.23	\$30.00	\$29.18	\$12	\$150	\$138
Architectural Historians	41	\$56.02	\$50.00	\$36.45	\$12	\$150	\$138
Computer Specialists	22	\$59.41	\$42.50	\$42.49	\$12	\$144	\$132
Editors	20	\$31.25	\$25.00	\$16.02	\$12	\$65	\$53
Ethno/Paleobotanists	21	\$46.81	\$40.00	\$28.60	\$12	\$125	\$113
Geomorphologists/Geoarchaeologists	34	\$64.50	\$75.00	\$31.97	\$12	\$125	\$113
Geophysical/GPR	23	\$60.43	\$50.00	\$30.84	\$12	\$120	\$108
GIS Specialists	27	\$37.44	\$25.00	\$25.68	\$12	\$125	\$113
Graphic Artists	19	\$35.11	\$24.00	\$24.84	\$12	\$100	\$88
Historians	37	\$45.49	\$35.00	\$28.85	\$12	\$150	\$138
Historic Preservation Planners	19	\$47.79	\$40.00	\$26.75	\$12	\$110	\$98
Photographers	16	\$49.38	\$38.00	\$40.14	\$12	\$150	\$138
Urban Planners	11	\$56.91	\$40.00	\$47.01	\$12	\$180	\$168
Web Designers	18	\$43.39	\$30.00	\$28.81	\$12	\$115	\$103
Zooarchaeologists	15	\$38.47	\$30.00	\$22.12	\$12	\$75	\$63

Q32. Consider the hourly rates you paid subcontractors for the following positions in 2011 and 2012. For each position, fill in the average hourly rates for the past two years. Please round to the nearest dollar.

# Number of Employees Summary

The position which had the most employees across organizations was archaeological technician.

	Sample Size	Mean	Median	Standard Deviation	Minimum	Maximum
Archaeological Technician	56	8	5	9.2	1	50
Archaeologist/Field Director/Project Archaeologist	64	6	3	10.0	1	70
Business Owner/Principal	82	2	2	2.5	1	19
Crew Chief	47	3	2	3.5	1	19
CRM Division/Department/Group Manager	44	3	1	3.9	1	20
Editor	35	2	1	3.0	1	19
Graphic Artist	34	2	1	3.2	1	19
Historian/Architectural Historian/ Preservation Planner	51	3	1	4.8	1	30
Laboratory Director	49	2	1	2.6	1	19
Laboratory Technician	40	3	2	3.1	1	19
Principal Investigator/Senior Archaeologist/ Senior Architectural Historian	71	5	2	8.7	1	70
Production Assistant	26	2	1	3.6	1	19
Project Manager	56	5	3	9.9	1	70
Regional Office Manager	26	3	2	3.1	1	15
Senior Archaeological Technician	51	4	2	4.0	1	19

Q33-Q47. Number of employees

# Wages Summary

The highest hourly wage on average was for the business owner.

	Sample Size	Mean	Median	Standard Deviation	Minimum	Maximum
Archaeological Technician	52	\$15	\$15	\$2.91	\$10	\$25
Archaeologist/Field Director/Project Archaeologist	40	\$24	\$21	\$9.72	\$9	\$70
Business Owner/Principal	24	\$53	\$49	\$22.91	\$9	\$104
Crew Chief	37	\$19	\$18	\$4.77	\$14	\$35
CRM Division/Department/Group Manager	21	\$35	\$35	\$13.36	\$9	\$70
Editor	27	\$24	\$24	\$6.13	\$9	\$35
Graphic Artist	22	\$23	\$22	\$9.06	\$9	\$55
Historian/Architectural Historian/ Preservation Planner	32	\$28	\$26	\$12.04	\$9	\$75
Laboratory Director	31	\$23	\$24	\$6.08	\$9	\$37
Laboratory Technician	38	\$15	\$15	\$2.78	\$10	\$25
Principal Investigator/Senior Archaeologist/ Senior Architectural Historian	36	\$36	\$30	\$17.42	\$9	\$104
Production Assistant	18	\$18	\$18	\$5.34	\$9	\$27
Project Manager	32	\$32	\$32	\$11.38	\$9	\$70
Regional Office Manager	10	\$35	\$25	\$19.34	\$9	\$67
Senior Archaeological Technician	43	\$17	\$17	\$4.11	\$9	\$35

Q33-Q47. Average hourly rate (to nearest dollar)

# Salaries Summary

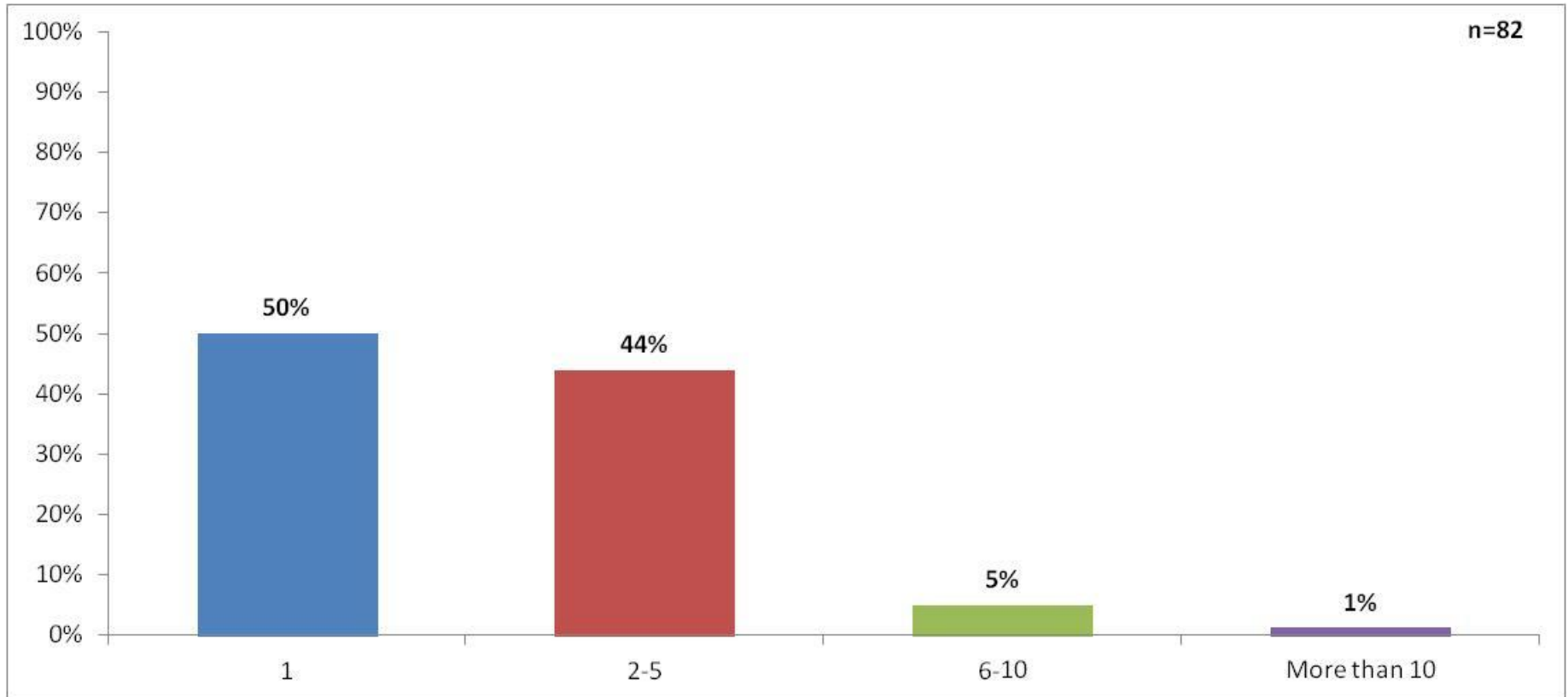
The highest salary on average was for the business owner.

	Sample Size	Mean	Median	Standard Deviation	Minimum	Maximum
Archaeological Technician	3	\$31,297	\$30,611	\$1,744.29	\$30,000	\$33,280
Archaeologist/Field Director/Project Archaeologist	21	\$49,712	\$48,000	\$9,673.67	\$38,000	\$75,000
Business Owner/Principal	43	\$90,518	\$85,000	\$36,333.07	\$30,000	\$200,000
Crew Chief	10	\$41,251	\$42,850	\$6,071.03	\$32,000	\$50,476
CRM Division/Department/Group Manager	19	\$89,149	\$85,000	\$24,675.98	\$56,576	\$150,000
Editor	8	\$49,525	\$48,500	\$7,527.43	\$38,000	\$64,000
Graphic Artist	11	\$45,494	\$45,000	\$5,850.08	\$38,000	\$55,120
Historian/Architectural Historian/ Preservation Planner	18	\$52,191	\$47,500	\$16,695.80	\$35,000	\$100,000
Laboratory Director	16	\$45,601	\$43,000	\$7,033.49	\$34,819	\$60,000
Laboratory Technician	2	\$31,370	\$31,370	\$1,936.77	\$30,000	\$32,739
Principal Investigator/Senior Archaeologist/ Senior Architectural Historian	30	\$60,541	\$58,000	\$15,242.56	\$30,000	\$109,700
Production Assistant	7	\$39,896	\$40,000	\$7,527.85	\$31,370	\$52,000
Project Manager	21	\$64,110	\$60,000	\$16,083.36	\$40,000	\$109,700
Regional Office Manager	14	\$74,628	\$73,671	\$13,385.02	\$49,530	\$104,000
Senior Archaeological Technician	8	\$38,892	\$39,358	\$6,685.03	\$29,120	\$47,500

Q33-Q47. Average annual salary (to nearest dollar)

# Business Owner/Principal – Number of Employees

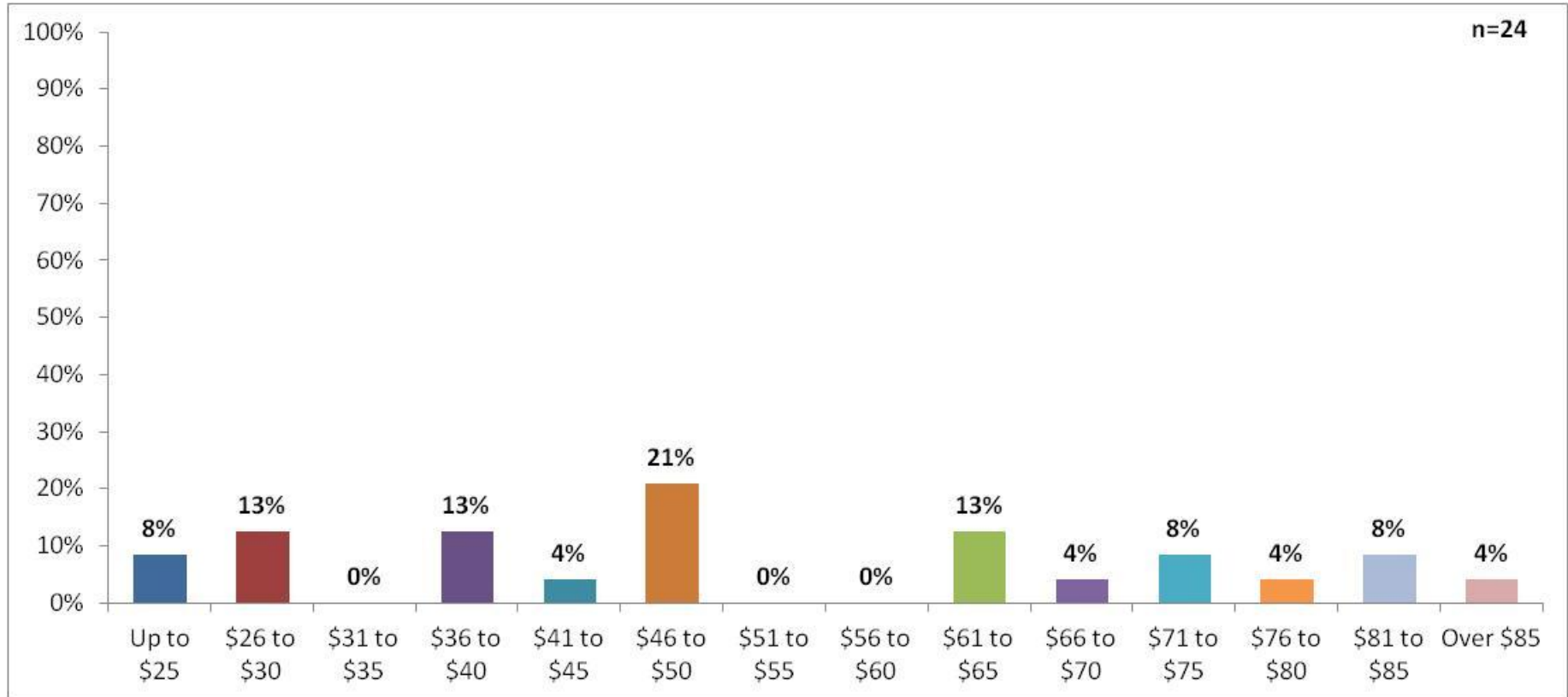
Half of the organizations had only one principal/owner, but nearly that many had two to five.



Q33-Q47. Number of employees

# Business Owner/Principal – Average Hourly Rate

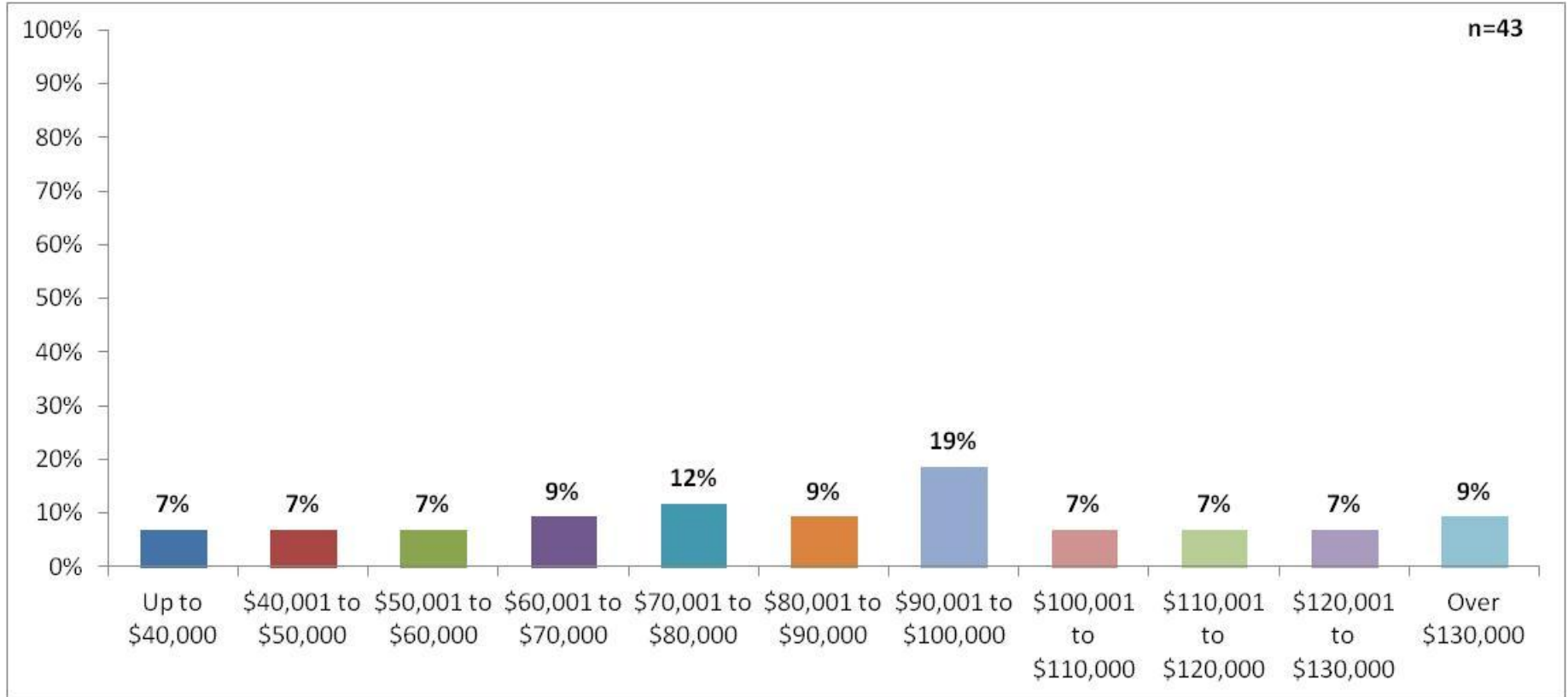
There was a wide range of wages for principals/owners. Just over half earned less than \$50/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Business Owner/Principal – Average Annual Salary

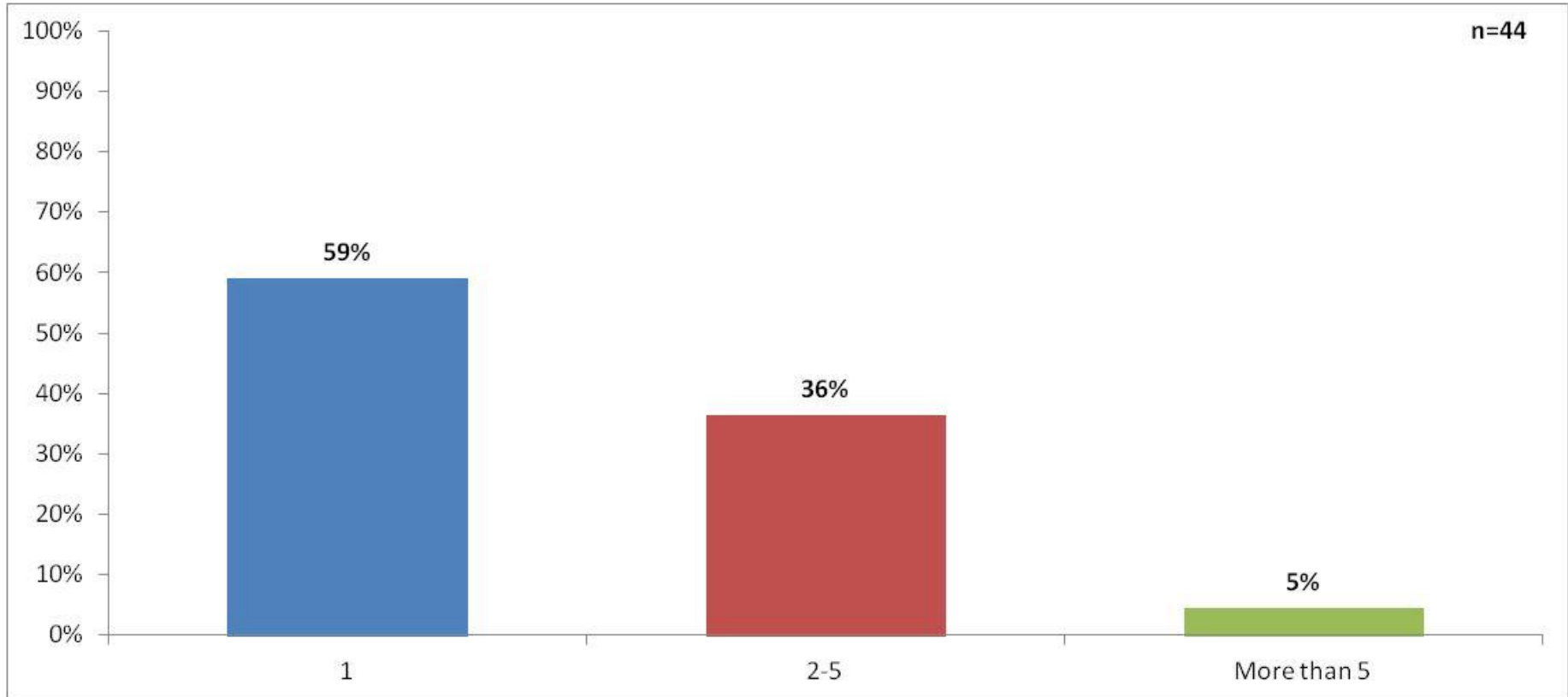
There was a wide range of salaries for principals/owners. About half earned more than \$90K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# CRM Division/Department/Group Manager – Number of Employees

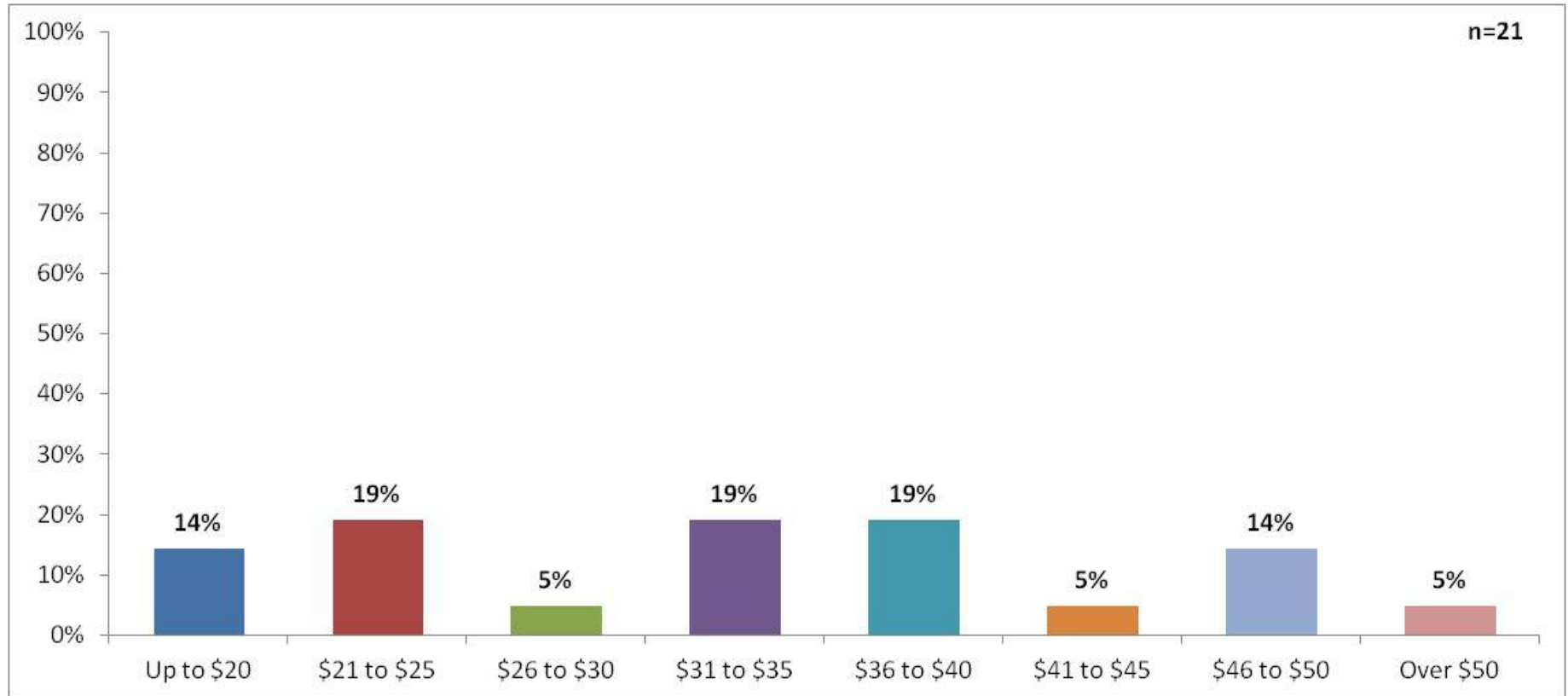
The majority of organizations had only one group manager, but over one-third had two to five.



Q33-Q47. Number of employees

# CRM Division/Department/Group Manager – Average Hourly Rate

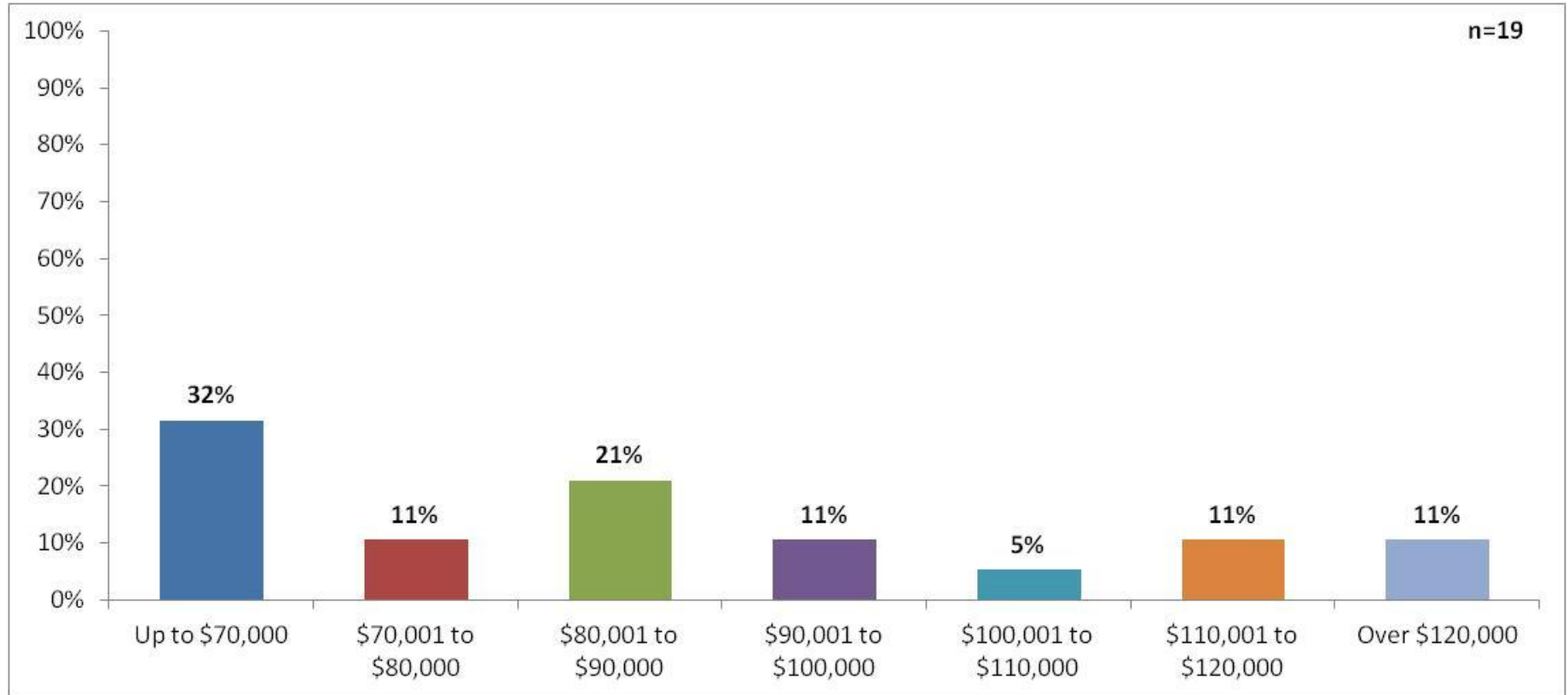
There was a spread of hourly rates for group managers. Less than half earned over \$35/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# CRM Division/Department/Group Manager – Average Annual Salary

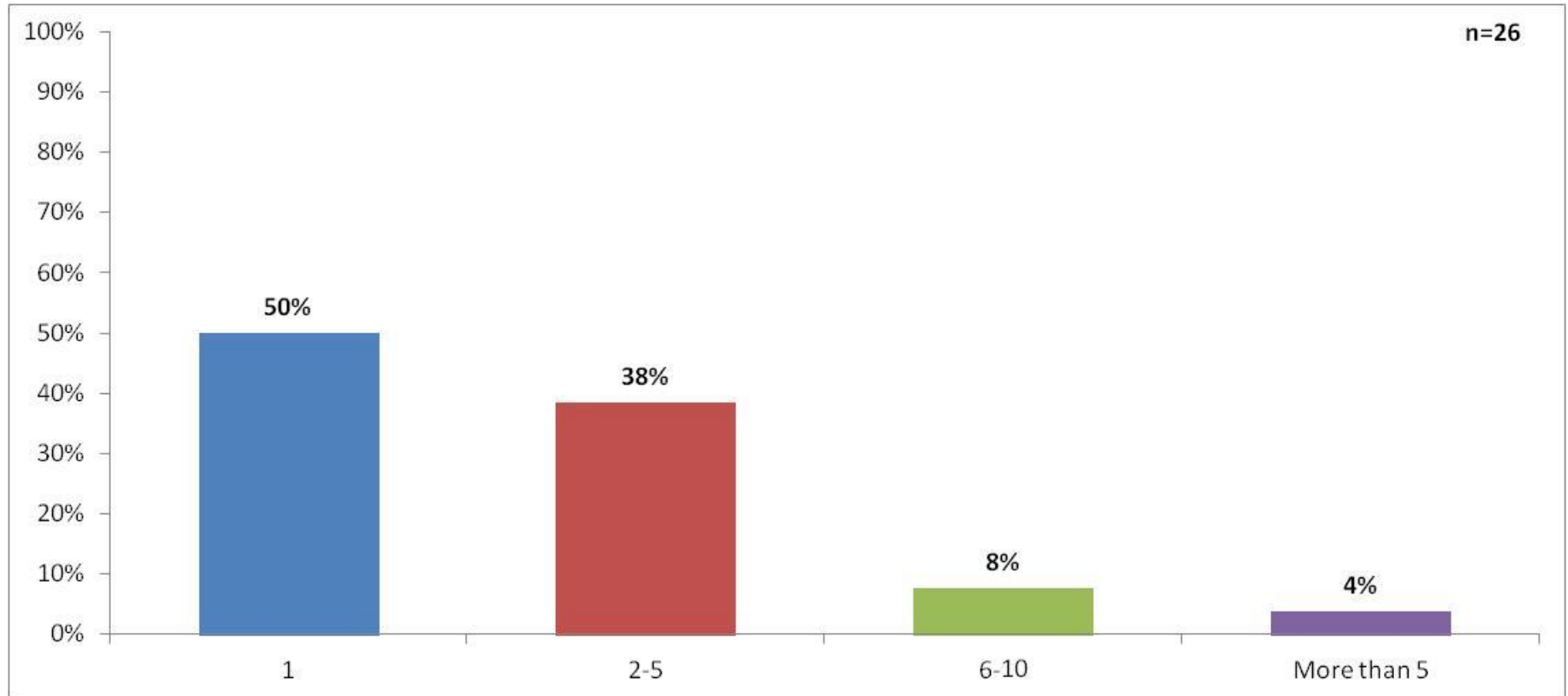
There was a wide range of salaries for group managers. About a third earned \$70K/year or less.



Q33-Q47. Average annual salary (to nearest dollar)

# Regional Office Manager – Number of Employees

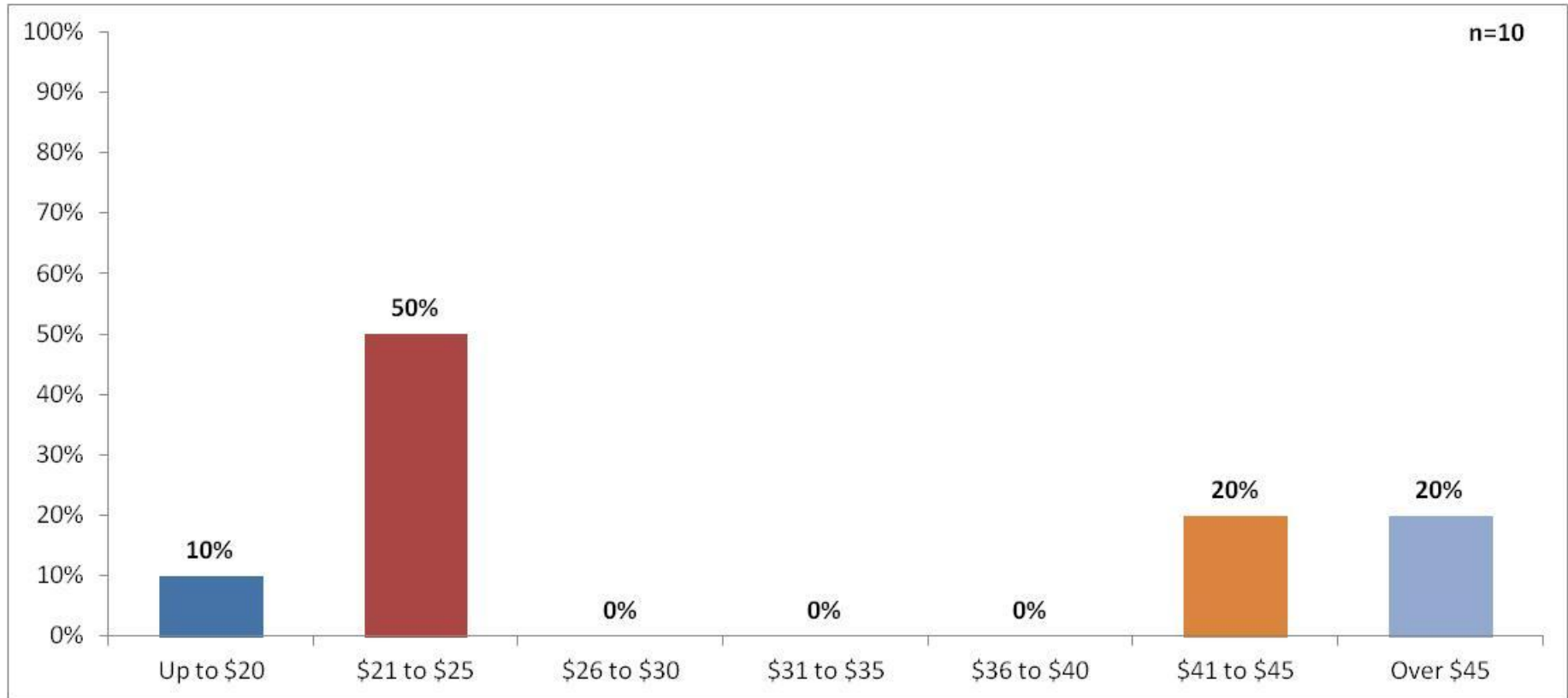
Half of the organizations had only one regional office manager, but a good number had two to five.



Q33-Q47. Number of employees

# Regional Office Manager – Average Hourly Rate

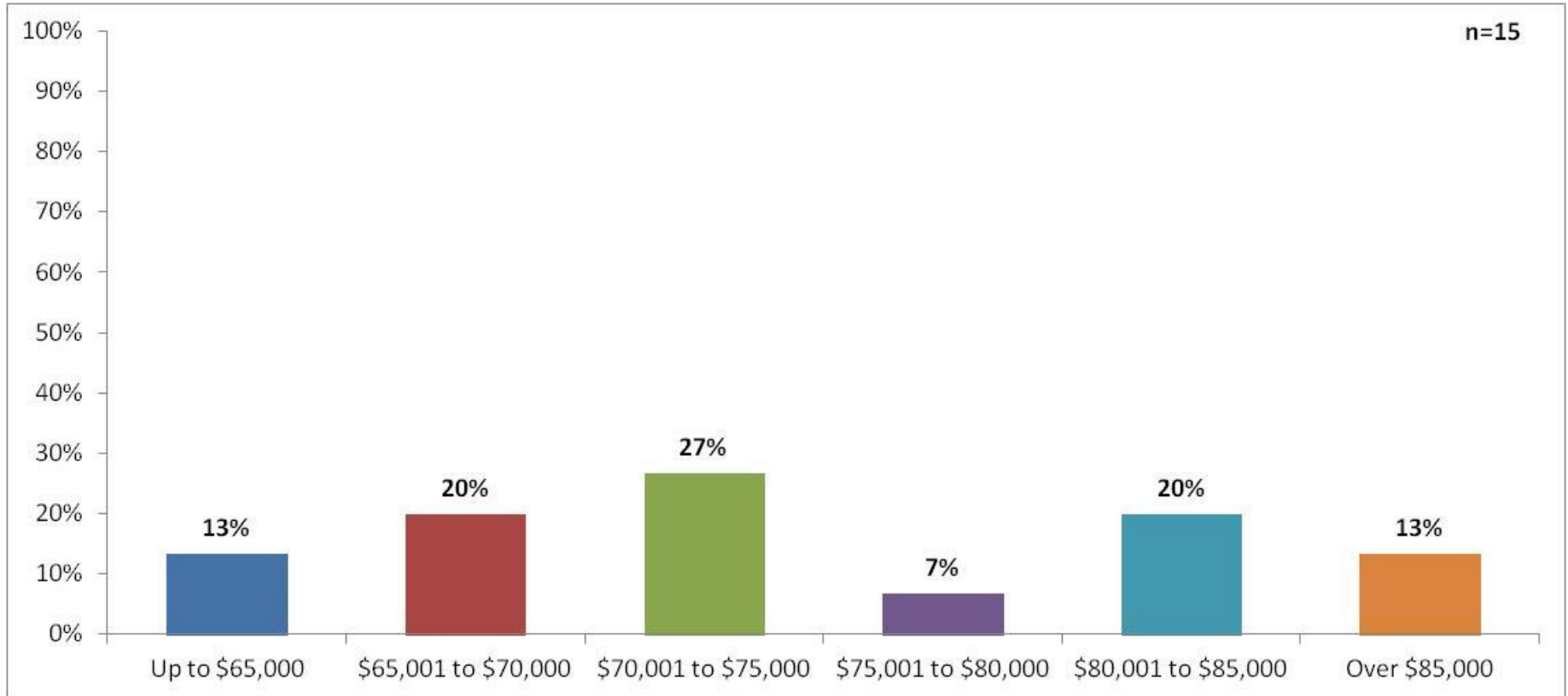
Half of the organizations paid regional office managers \$21 to \$25 per hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Regional Office Manager – Average Annual Salary

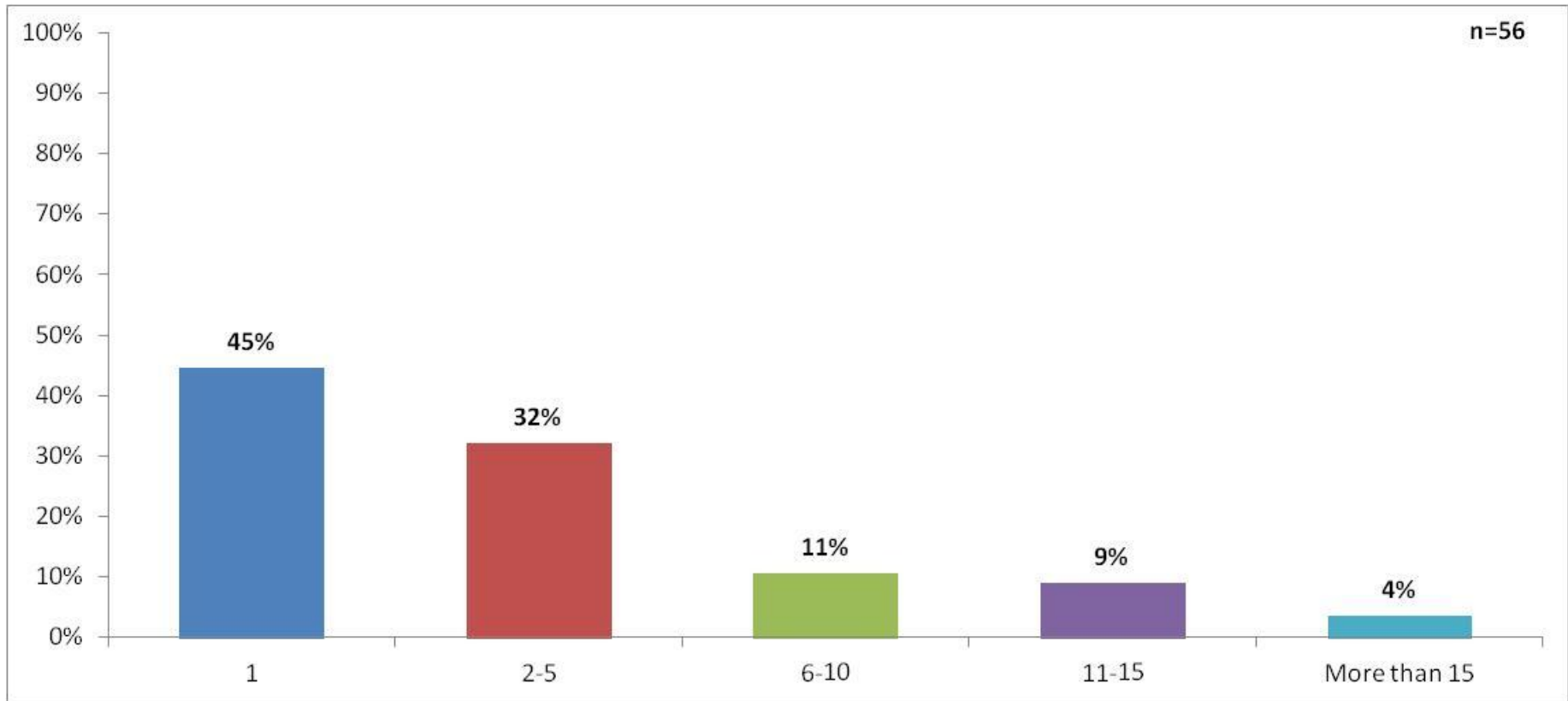
Less than half of regional office managers earned over \$75K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Project Manager – Number of Employees

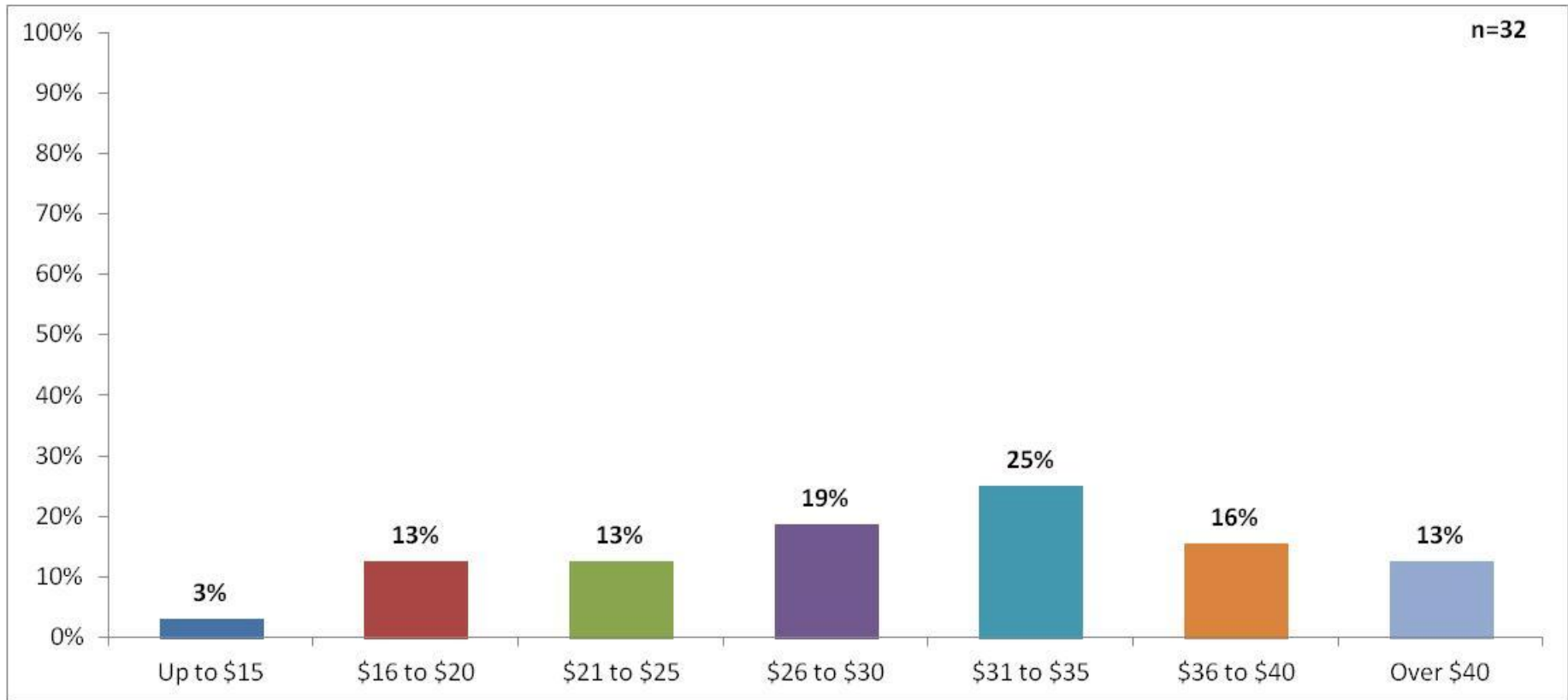
Almost half of the organizations had one project manager, but about a fourth had more than five.



Q33-Q47. Number of employees

# Project Manager – Average Hourly Rate

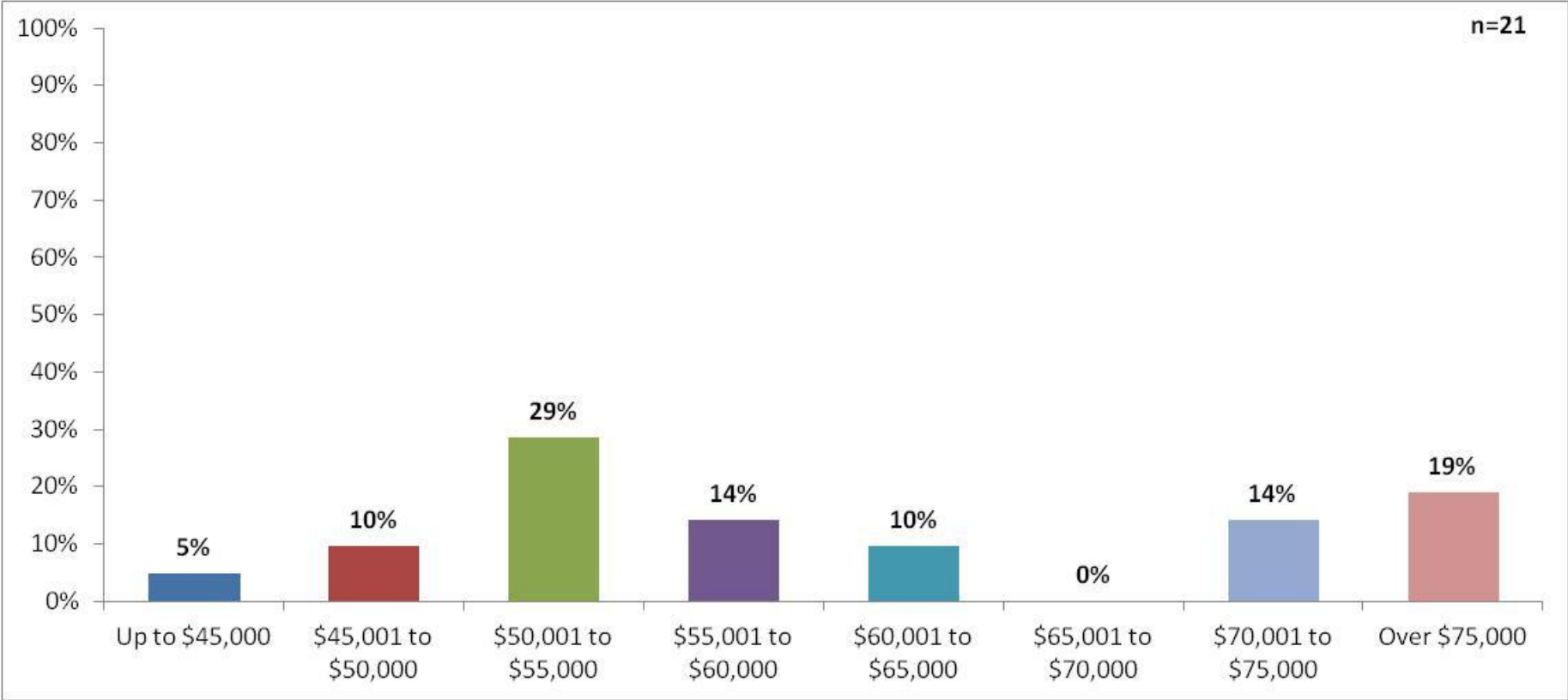
More than half of project managers earned over \$30/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Project Manager – Average Annual Salary

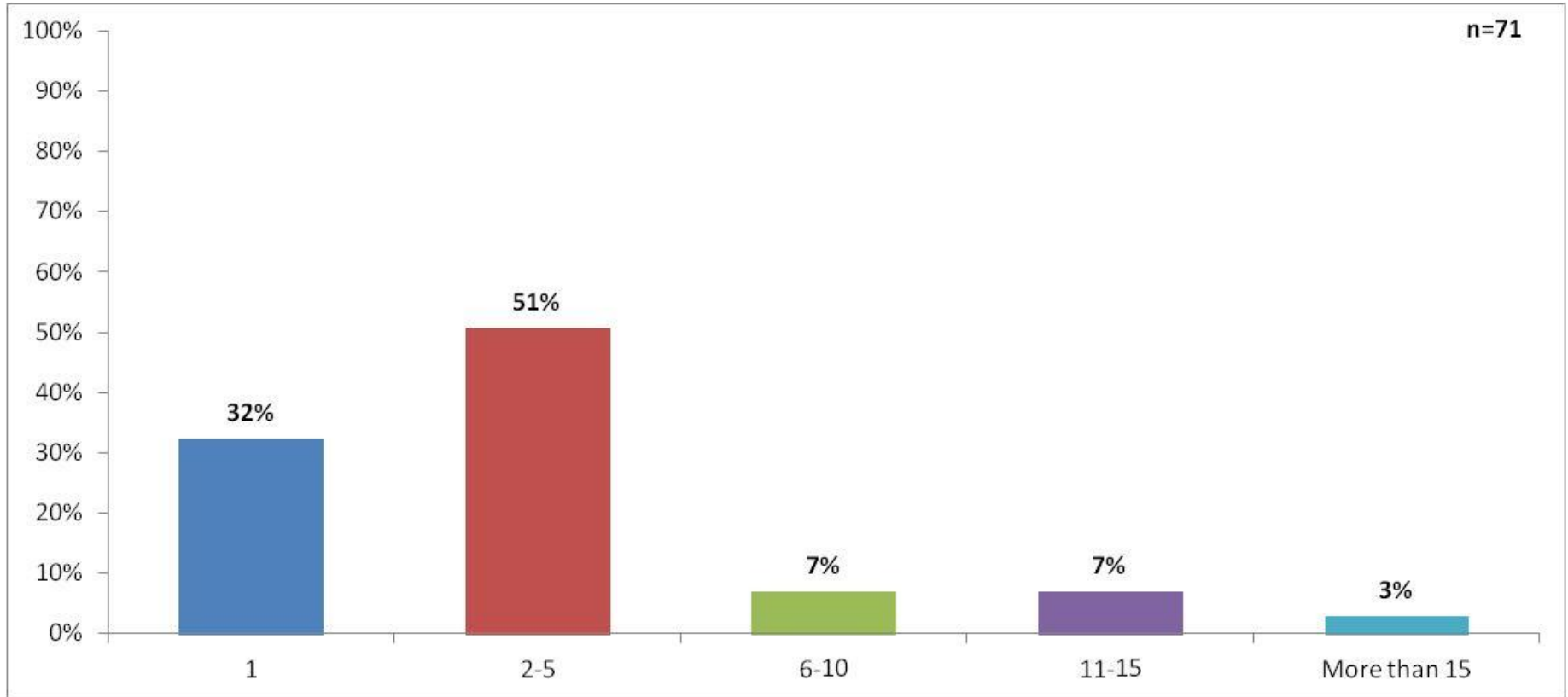
The majority of project managers had salaries less than \$61K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Principal Investigator/Senior Archaeologist/Senior Architectural Historian – Number of Employees

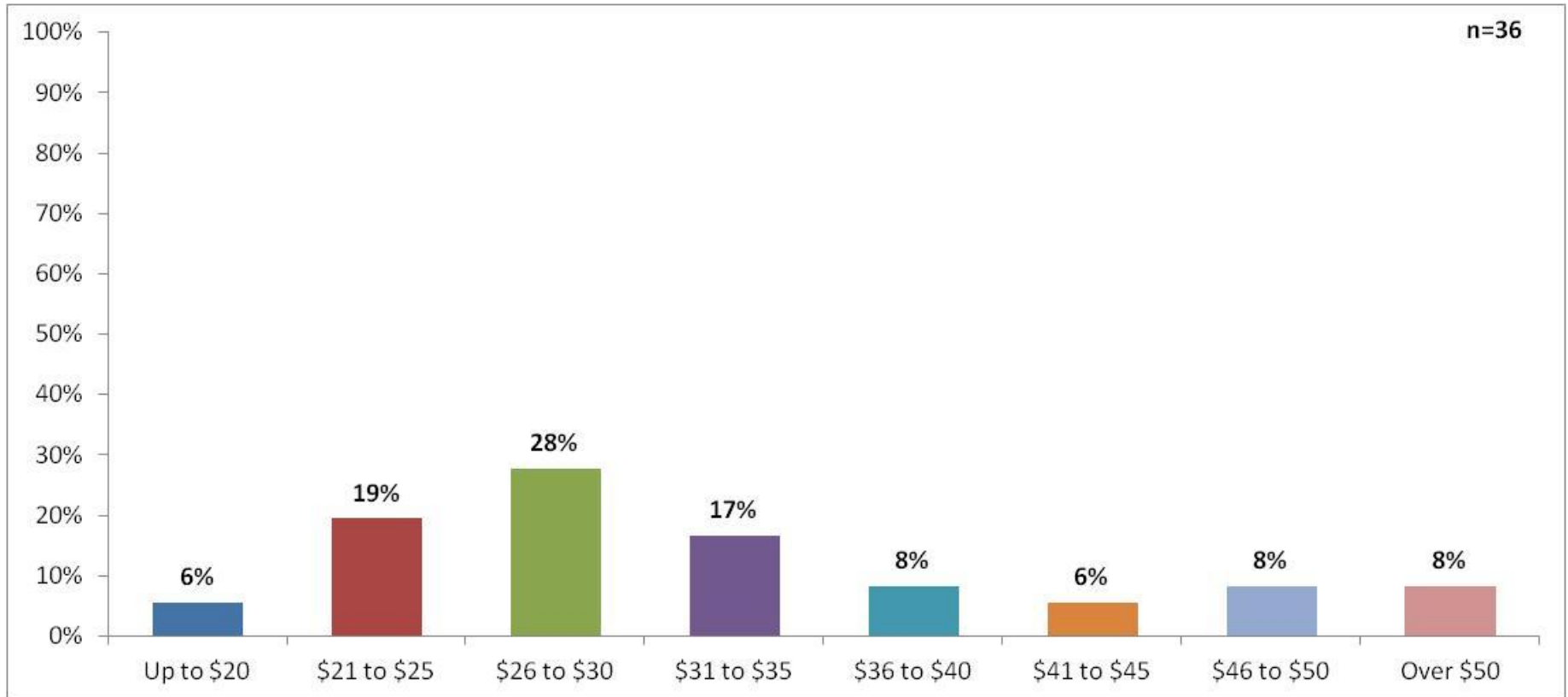
The majority of organizations had five or fewer principal investigators.



Q33-Q47. Number of employees

# Principal Investigator/Senior Archaeologist/Senior Architectural Historian – Average Hourly Rate

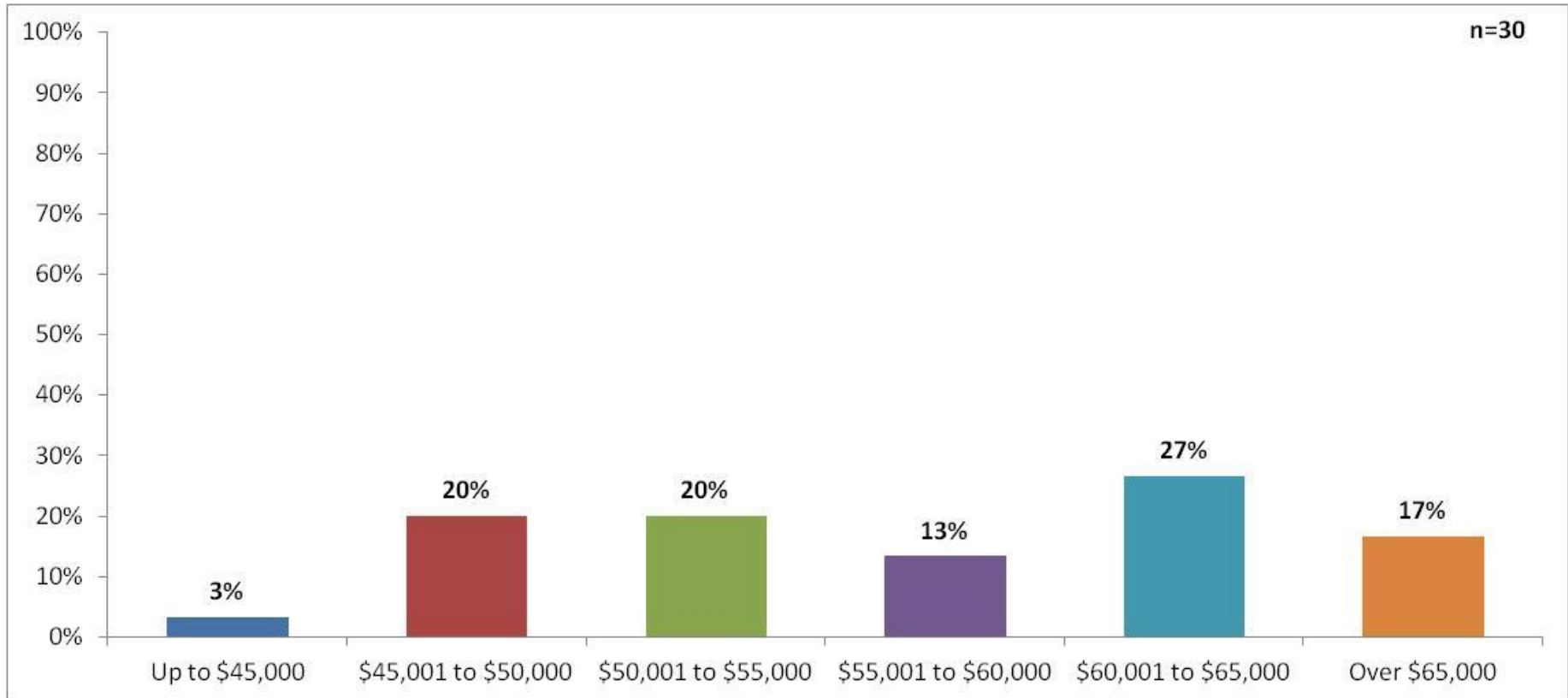
The majority of principal investigators earned \$35/hour or less.



Q33-Q47. Average hourly rate (to nearest dollar)

# Principal Investigator/Senior Archaeologist/Senior Architectural Historian – Average Annual Salary

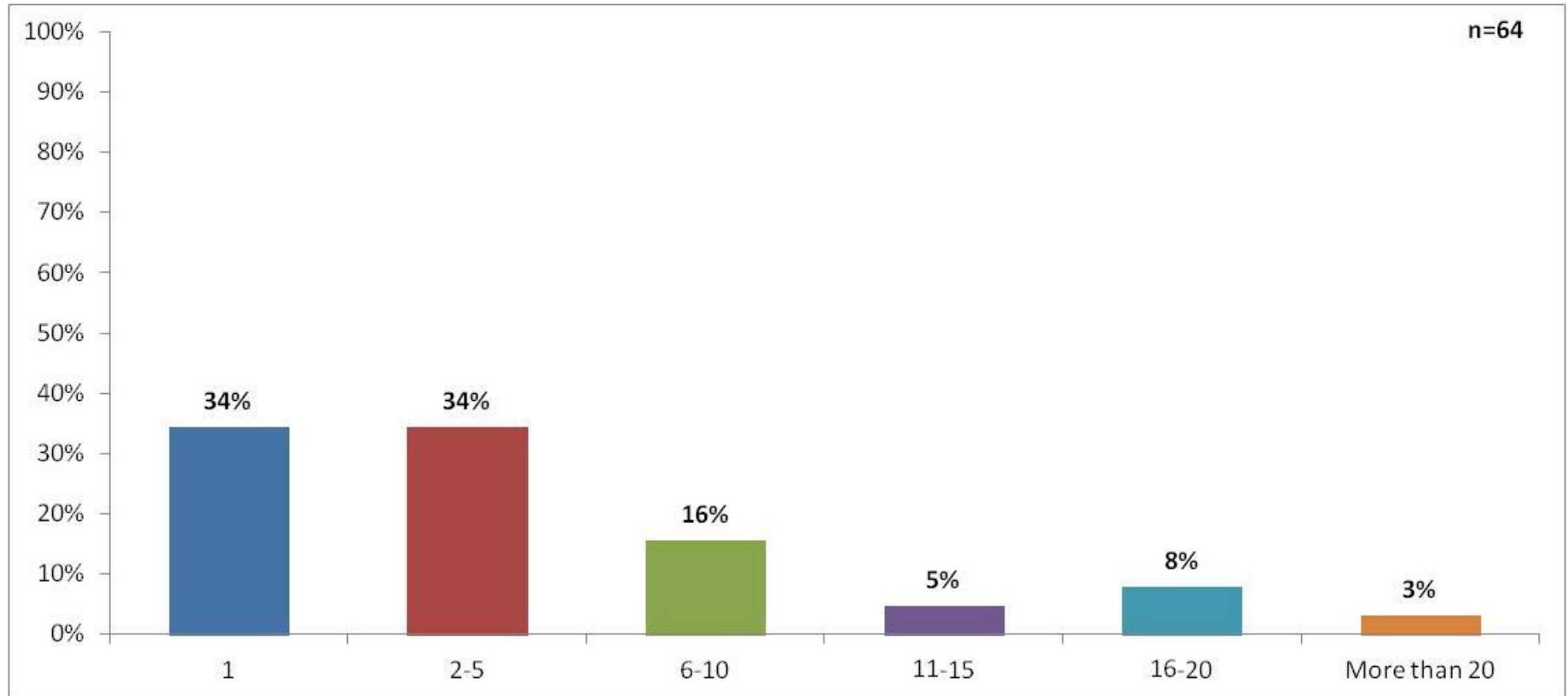
Over half of principal investigators earned more than \$55K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Archaeologist/Field Director/Project Archaeologist – Number of Employees

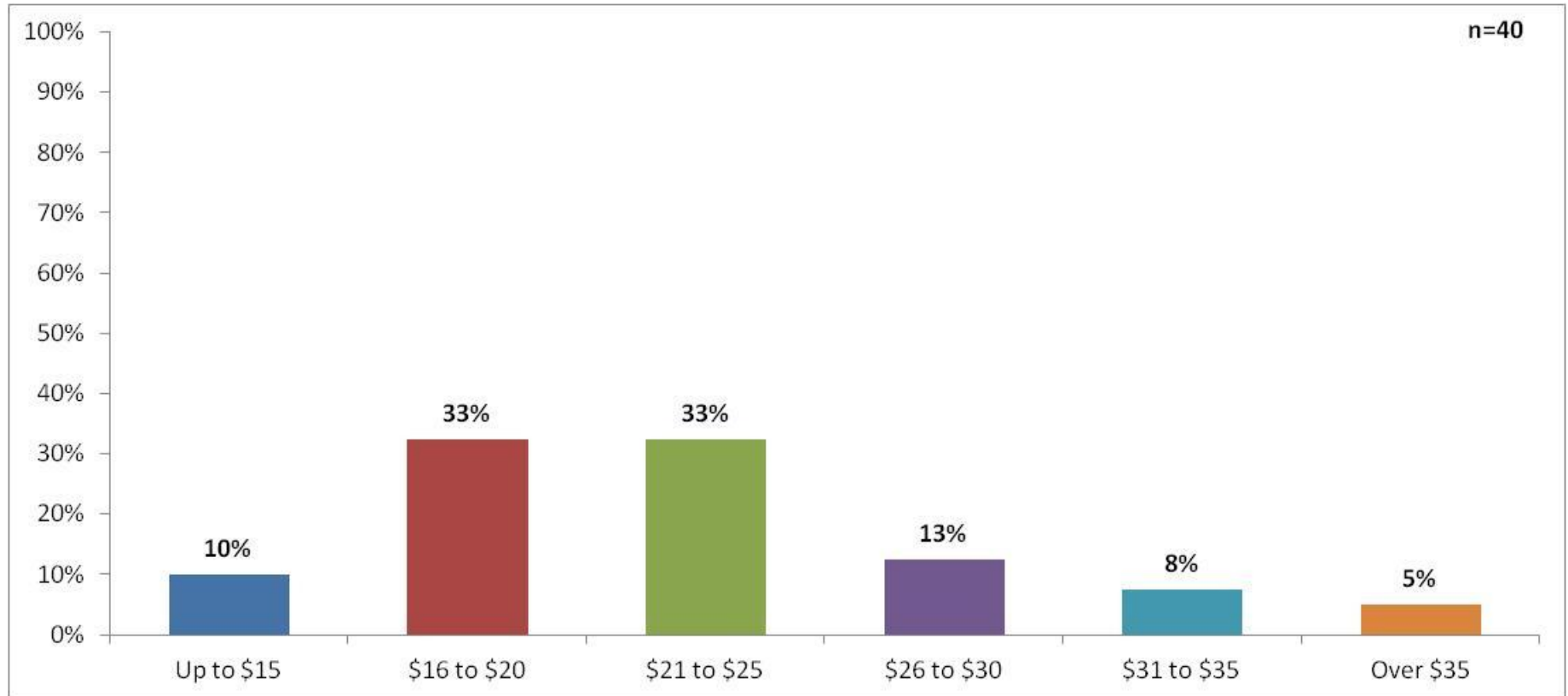
Most organizations had five or fewer archaeologists.



Q33-Q47. Number of employees

# Archaeologist/Field Director/Project Archaeologist – Average Hourly Rate

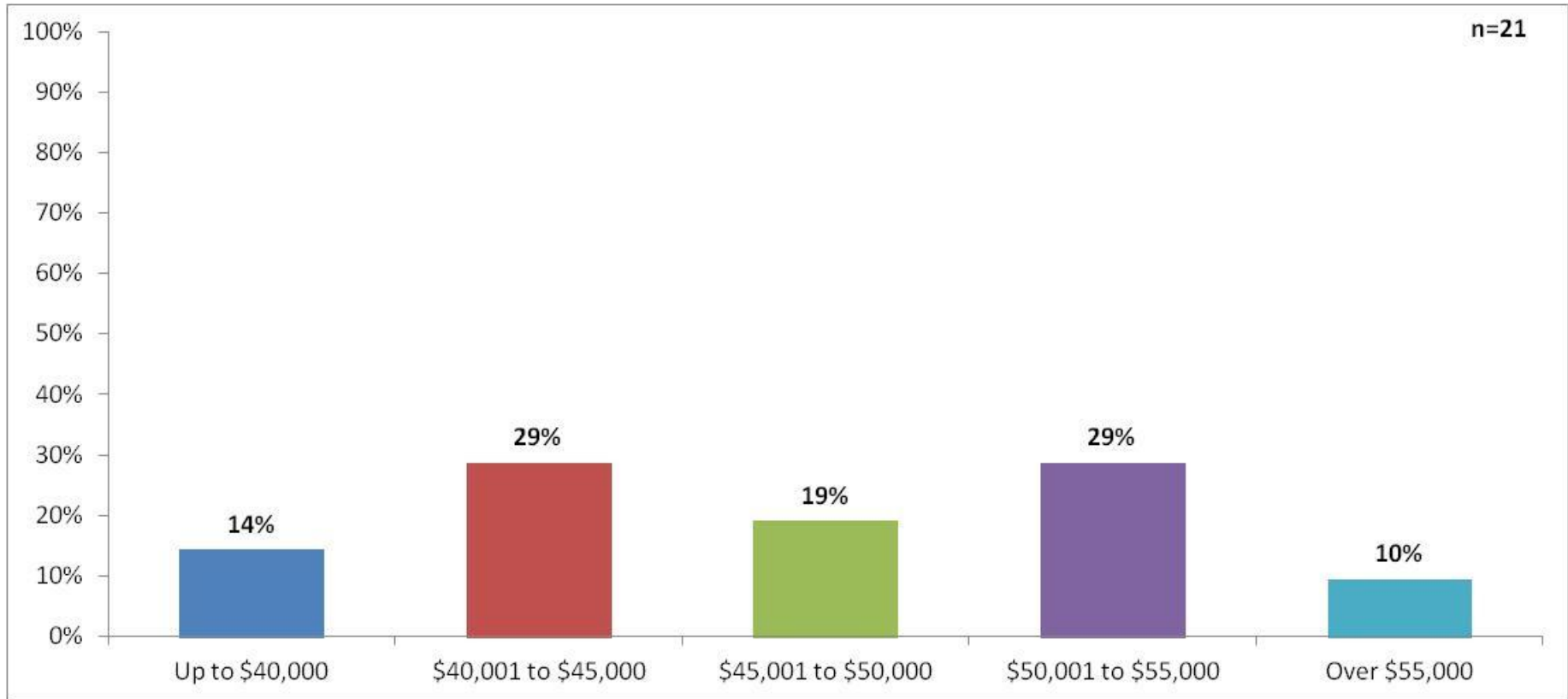
Most archaeologists earned \$25/hour or less.



Q33-Q47. Average hourly rate (to nearest dollar)

# Archaeologist/Field Director/Project Archaeologist – Average Annual Salary

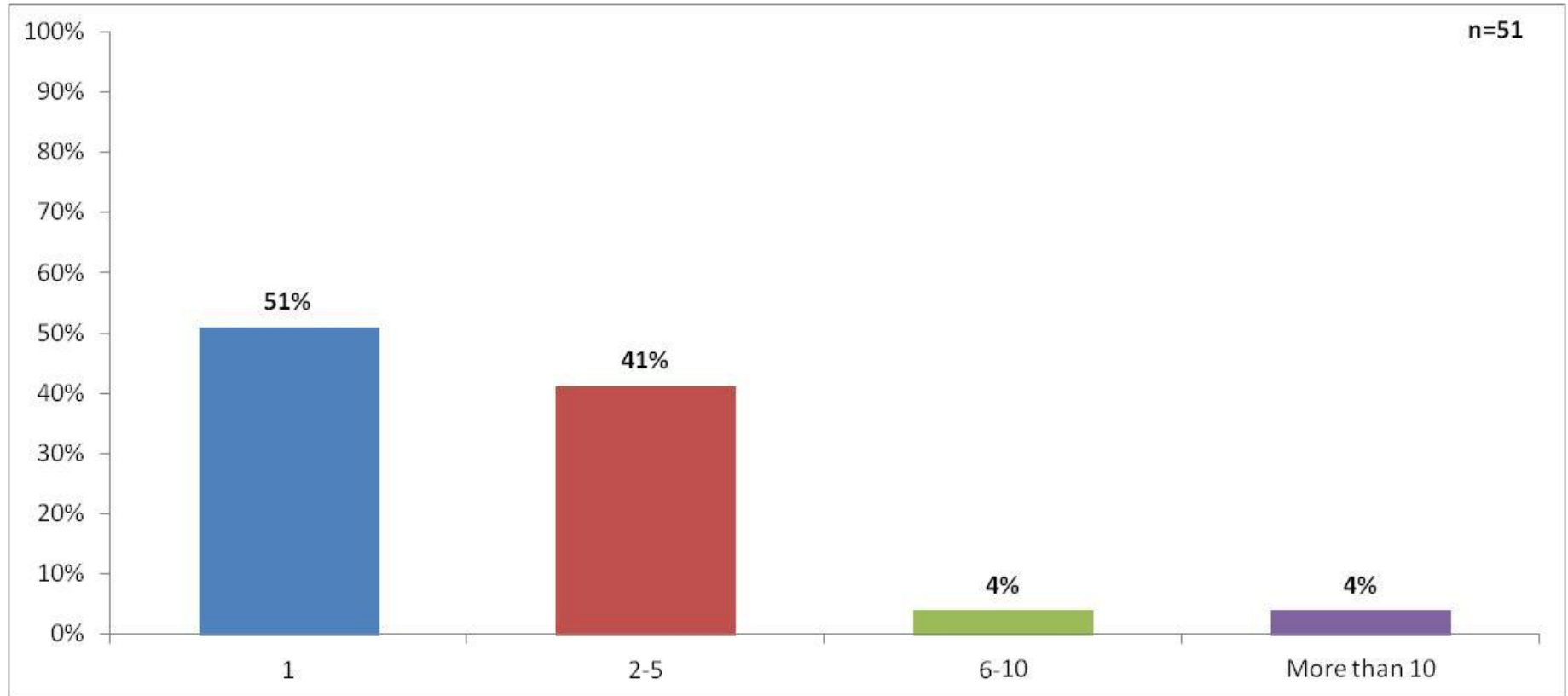
Most archaeologists earned \$40K/year to \$55K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Historian/Architectural Historian/Preservation Planner – Number of Employees

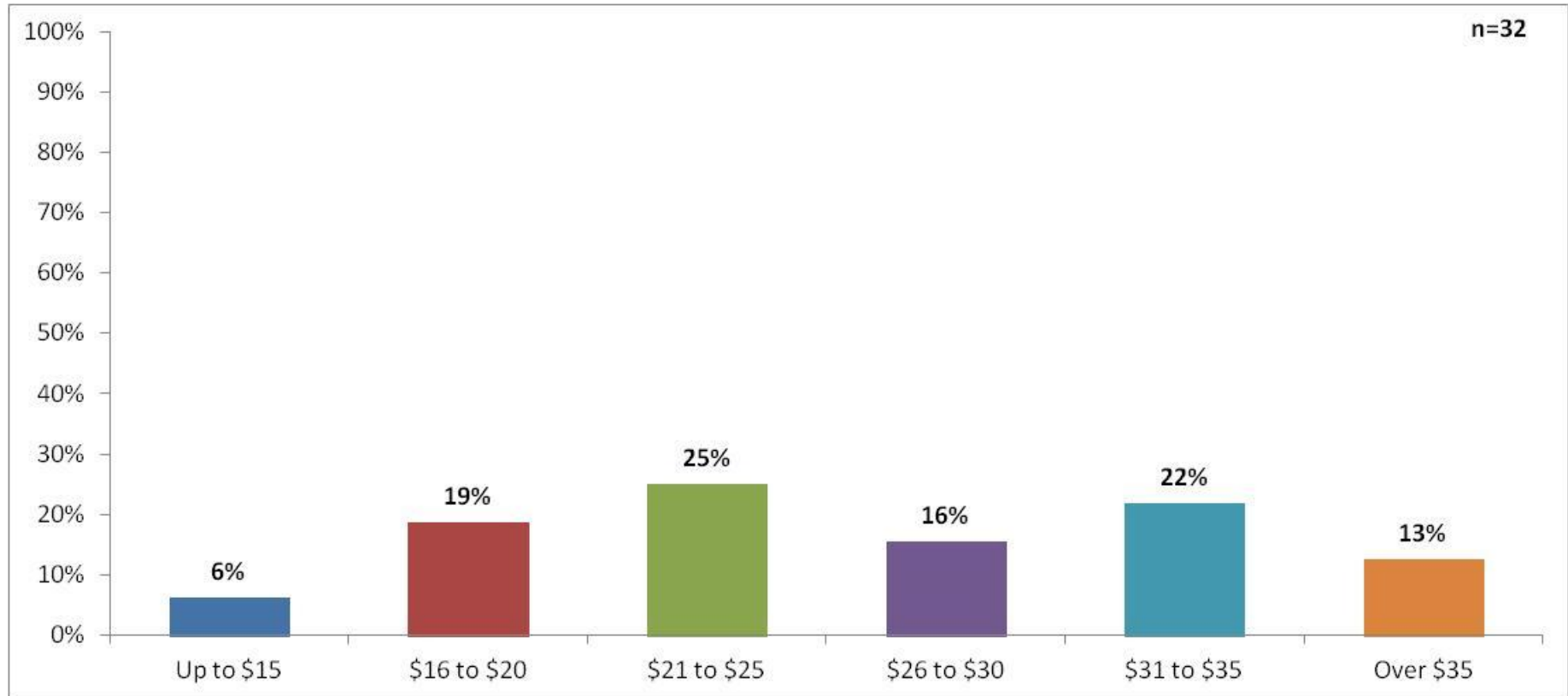
About half of organizations had only one historian, but nearly that many had two to five.



Q33-Q47. Number of employees

# Historian/Architectural Historian/Preservation Planner – Average Hourly Rate

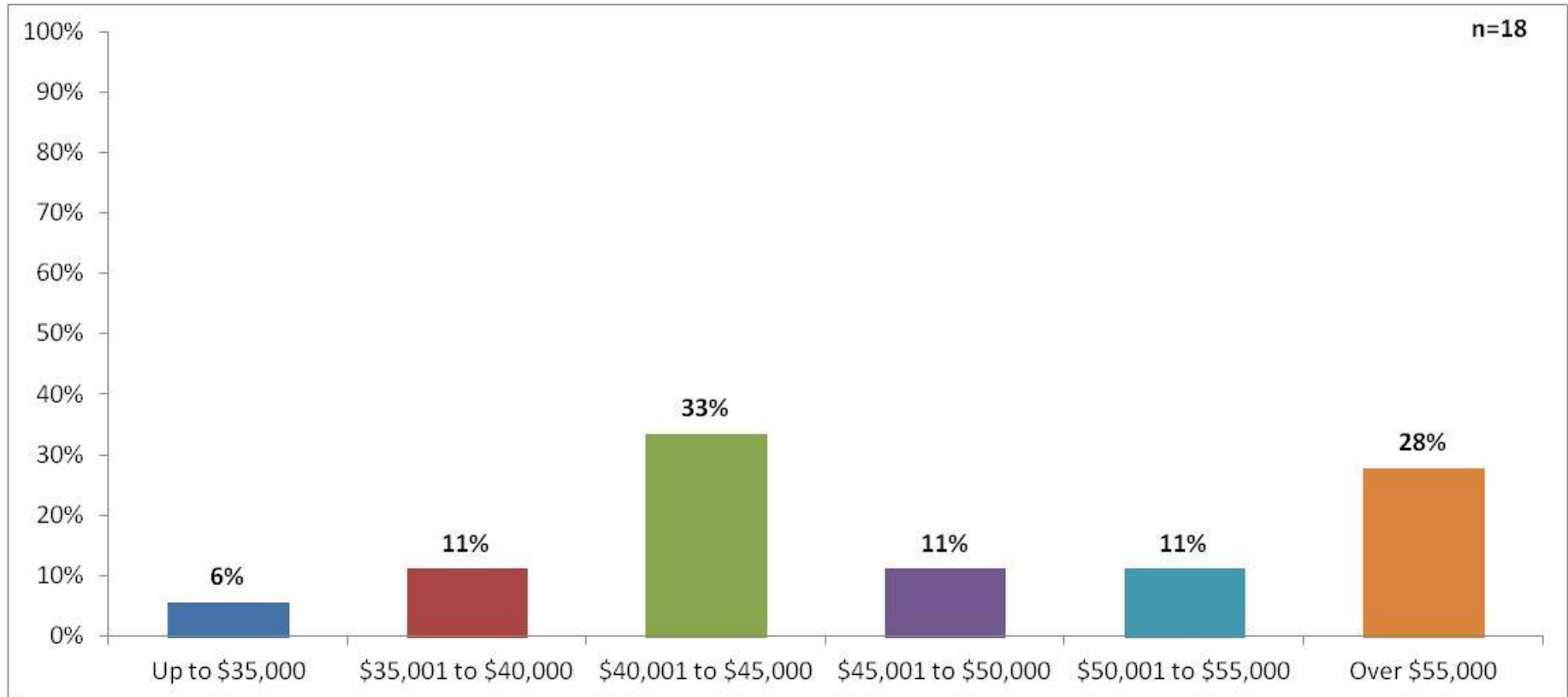
About half of historians earned over \$25/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Historian/Architectural Historian/Preservation Planner – Average Annual Salary

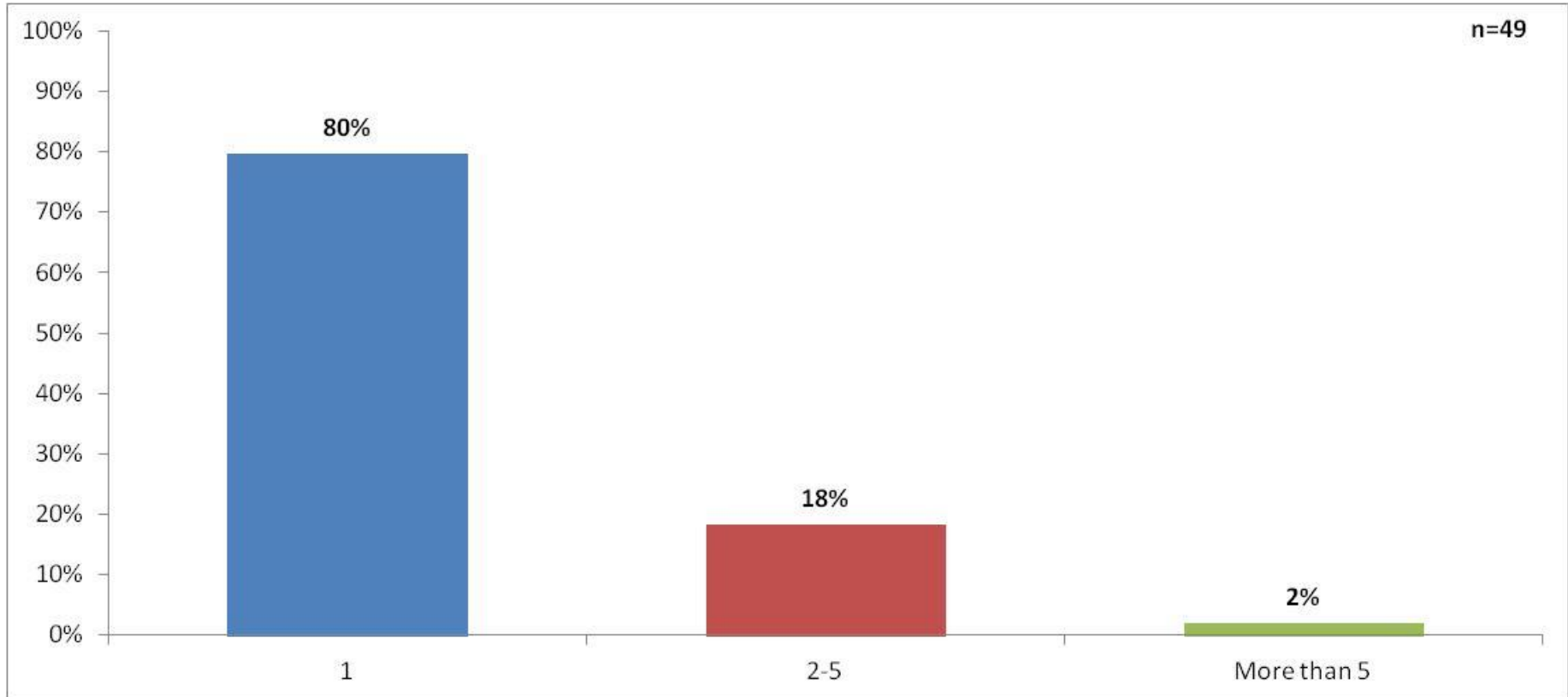
About a third of historians received salaries of \$40K/year to \$45K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Laboratory Director – Number of Employees

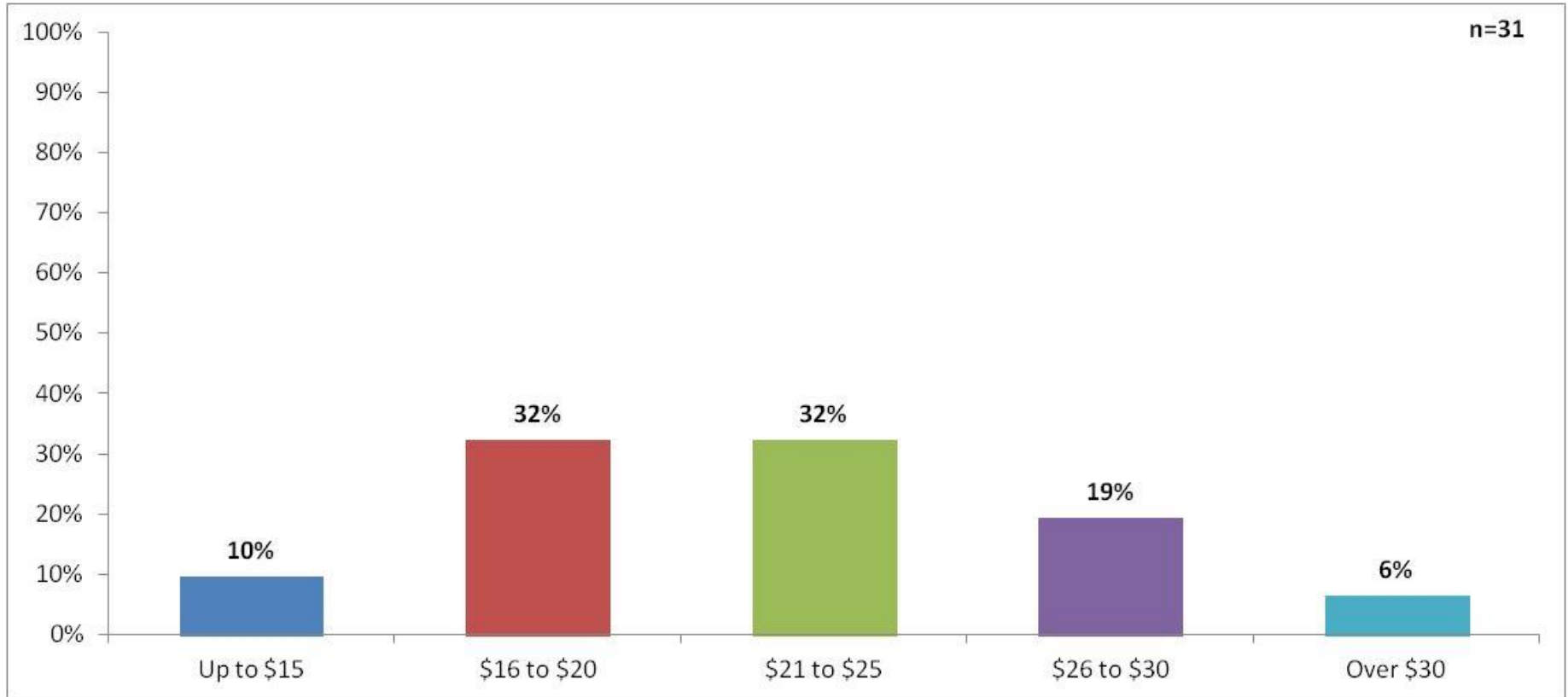
The majority of organizations had only one laboratory director.



Q33-Q47. Number of employees

# Laboratory Director – Average Hourly Rate

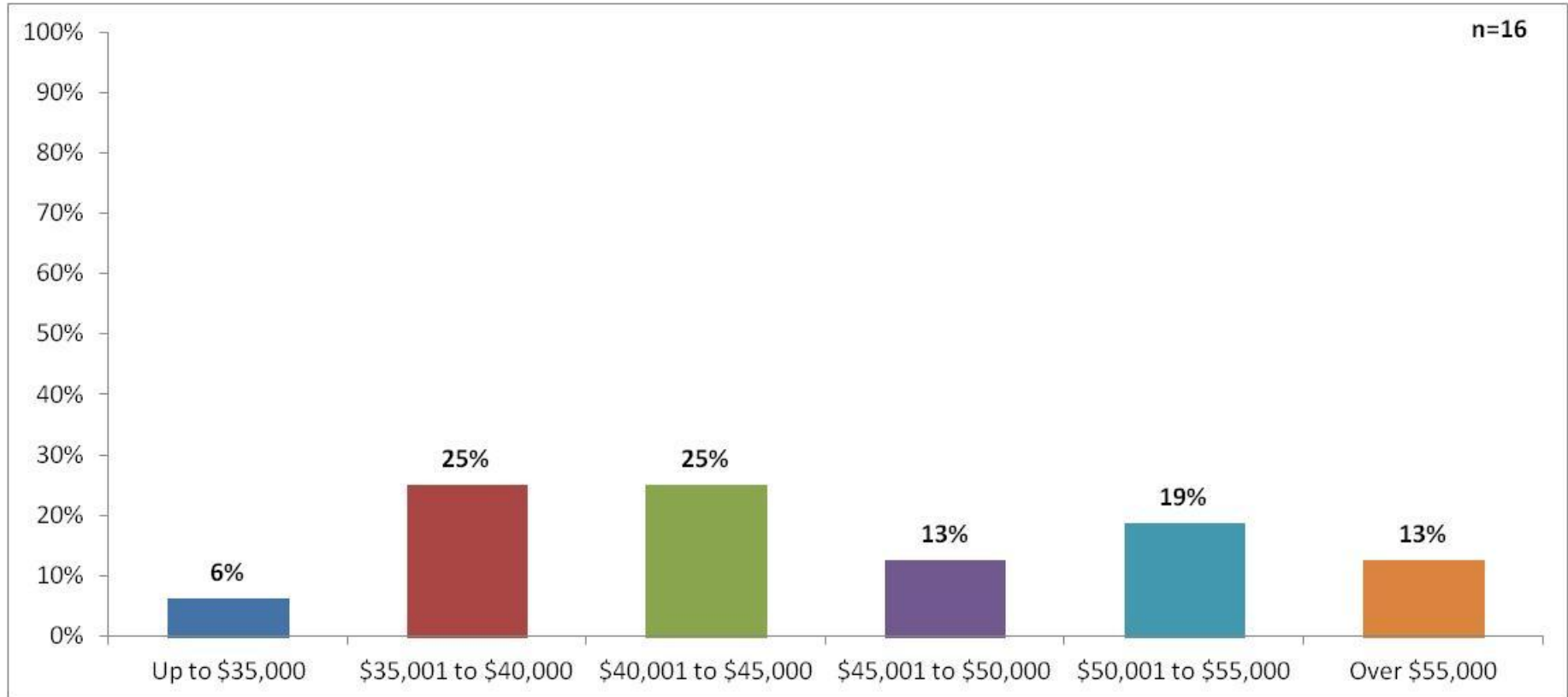
Most laboratory directors earned \$15/hour to \$30/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Laboratory Director – Average Annual Salary

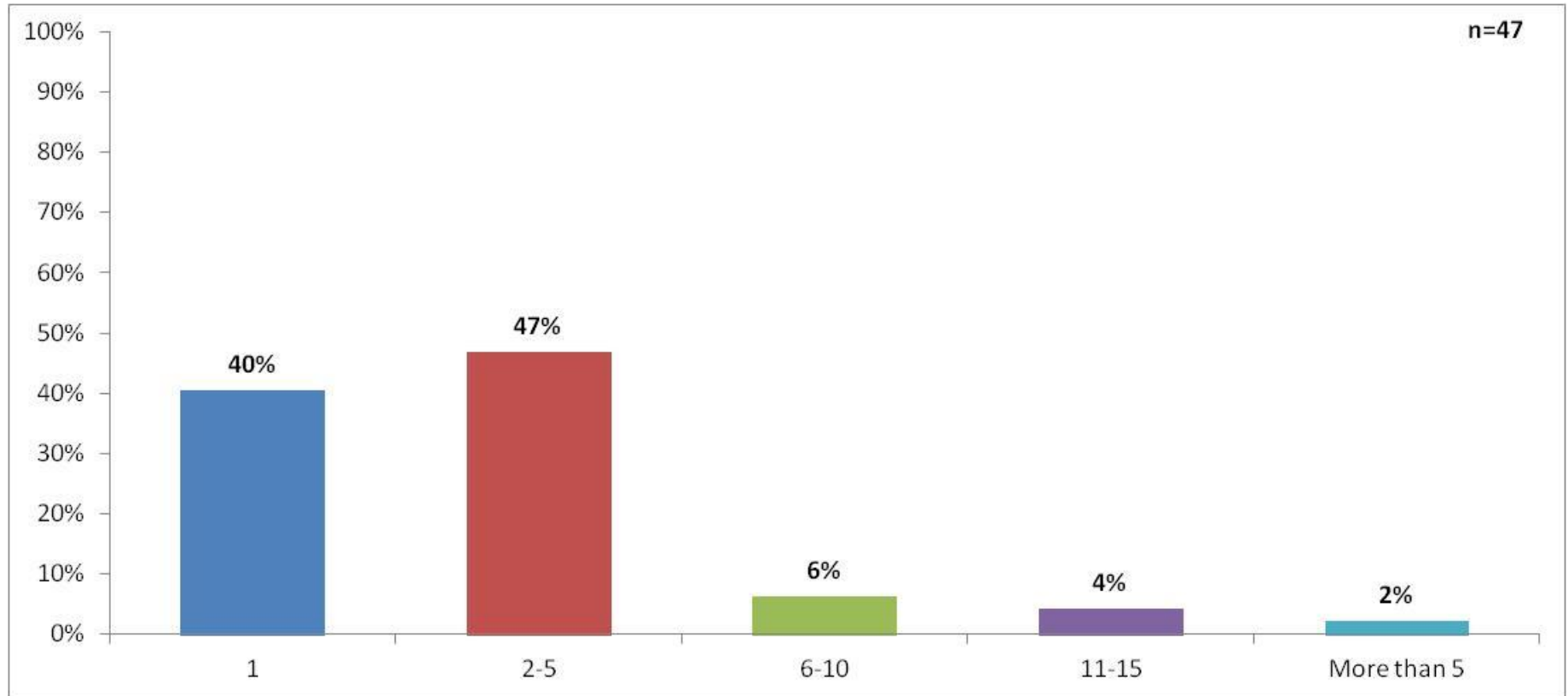
About half of laboratory directors received salaries of \$35K/year to \$45K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Crew Chief – Number of Employees

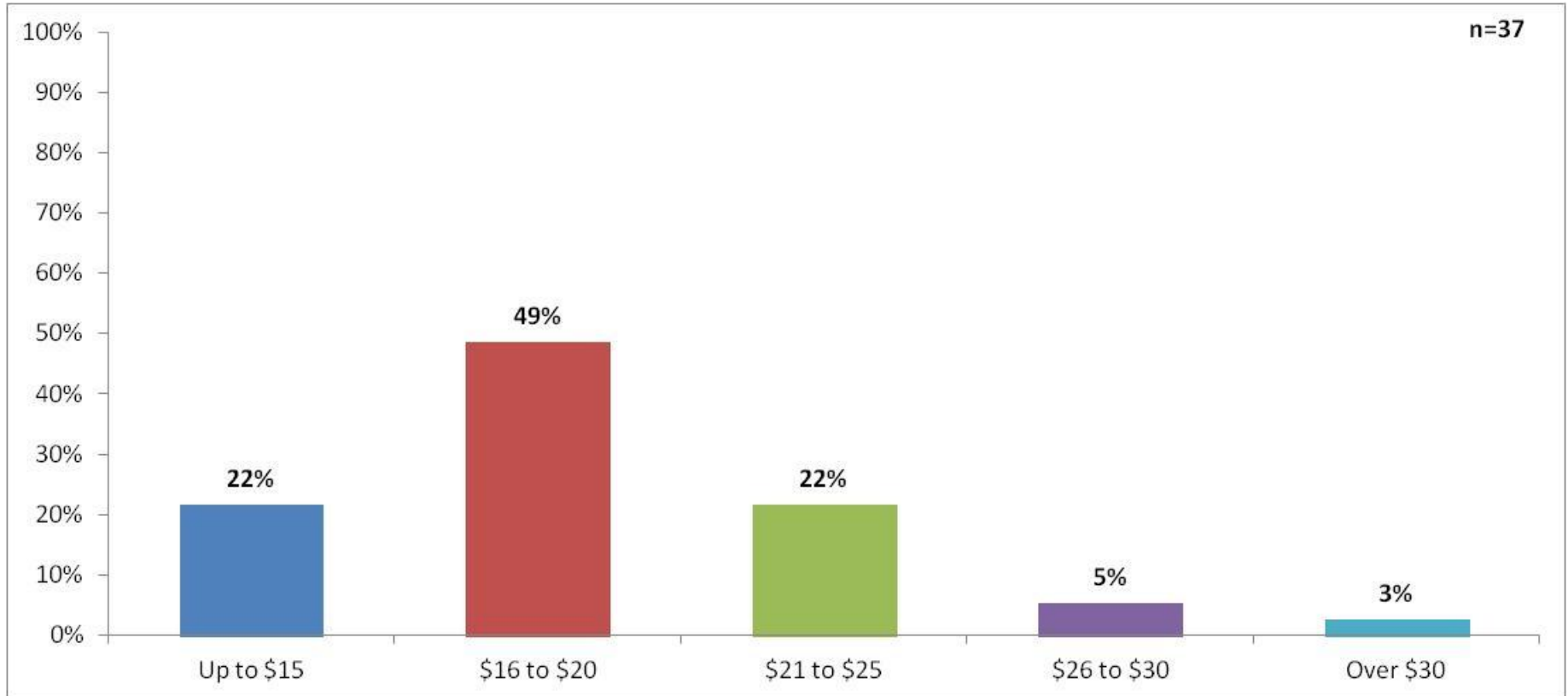
The majority of organizations had one to five crew chiefs.



Q33-Q47. Number of employees

# Crew Chief – Average Hourly Rate

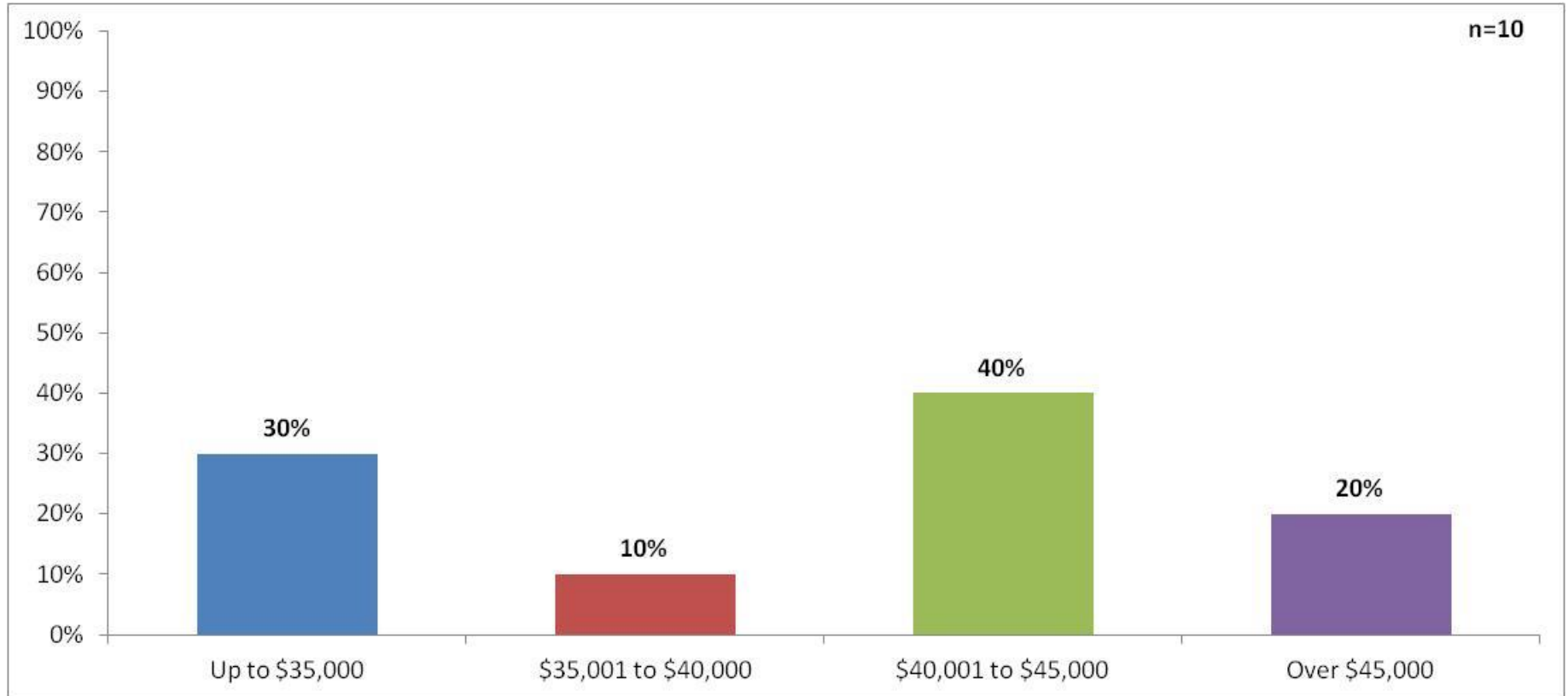
Nearly half of crew chiefs earned \$16/hour to \$20/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Crew Chief – Average Annual Salary

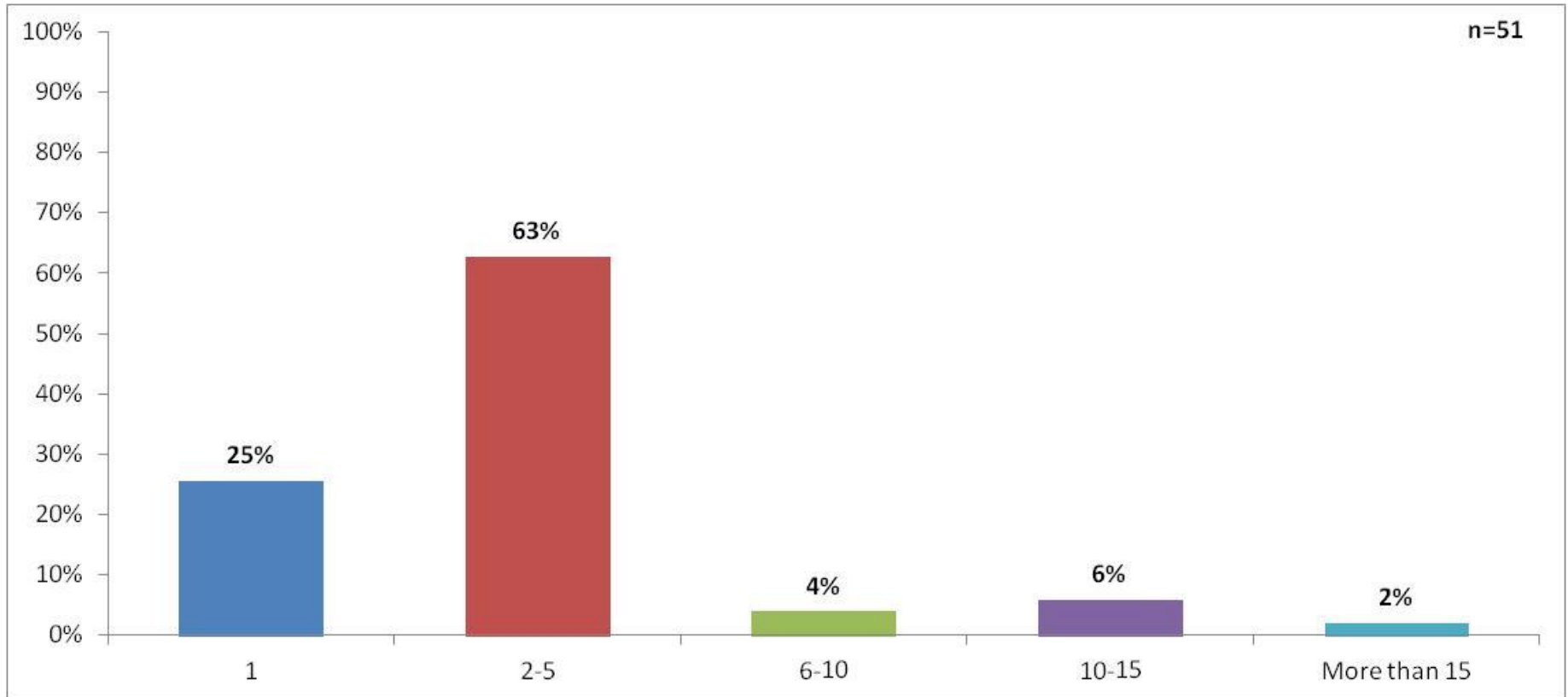
Most crew chiefs received salaries greater than \$40K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Senior Archaeological Technician – Number of Employees

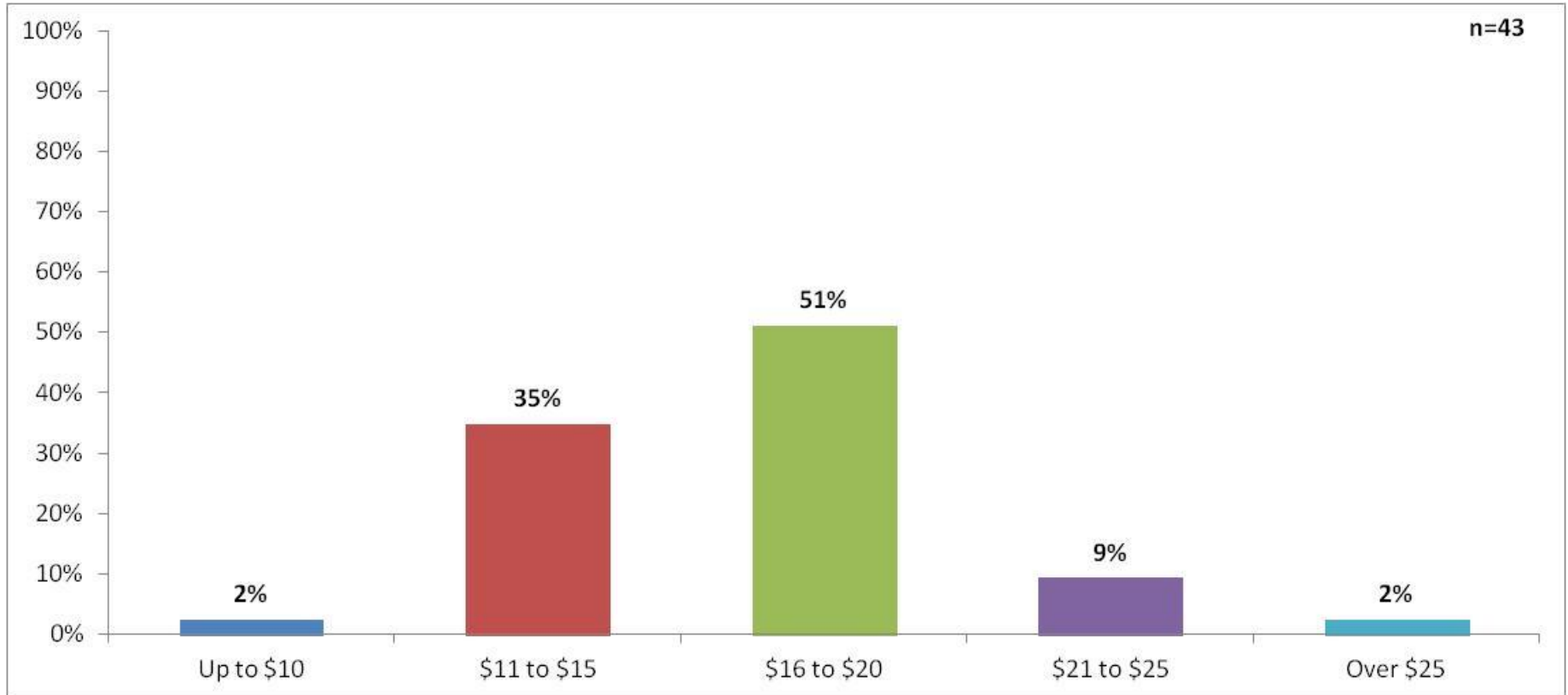
Most organizations had two to five senior archaeological technicians.



Q33-Q47. Number of employees

# Senior Archaeological Technician – Average Hourly Rate

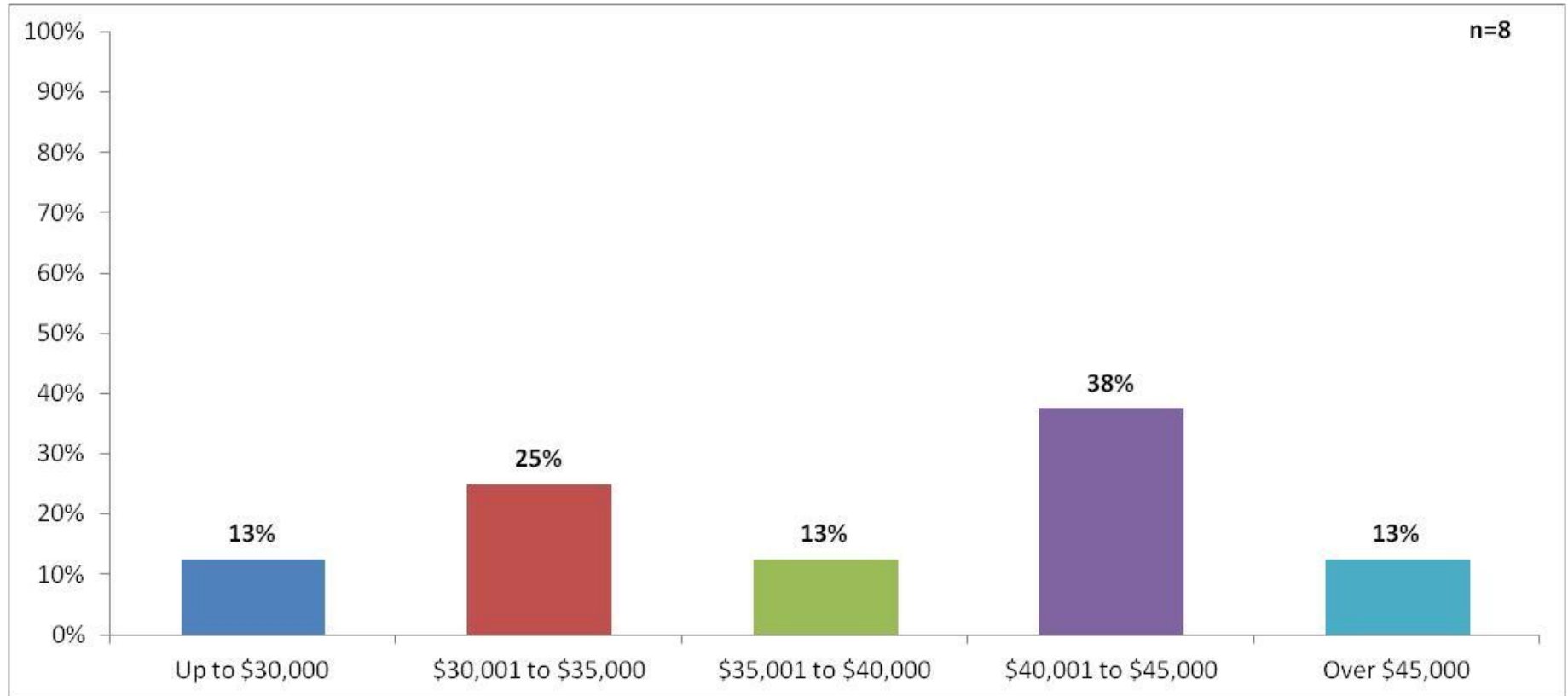
About half of senior archaeological technicians earned \$16/hour to \$20/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Senior Archaeological Technician – Average Annual Salary

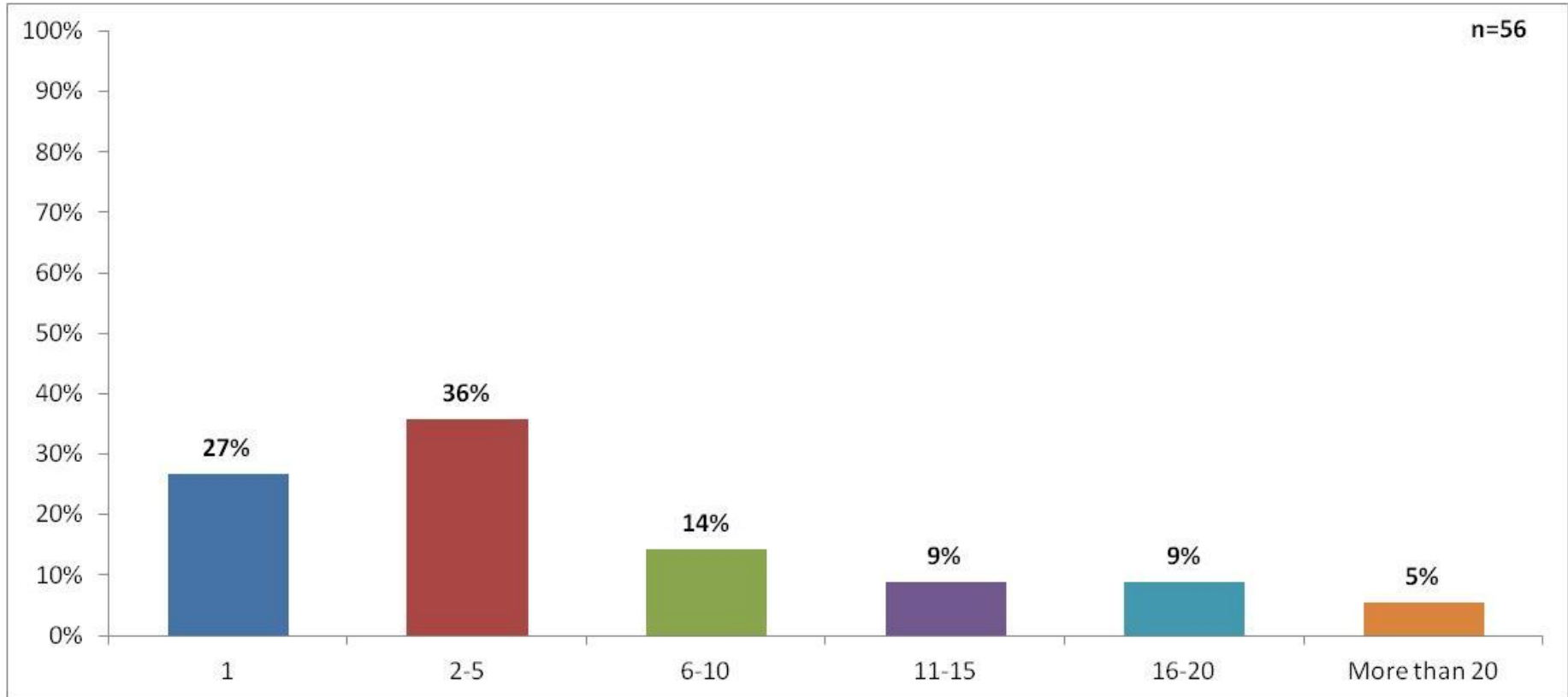
Over one-third of senior archaeological technicians earned \$40K/year to \$45K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Archaeological Technician – Number of Employees

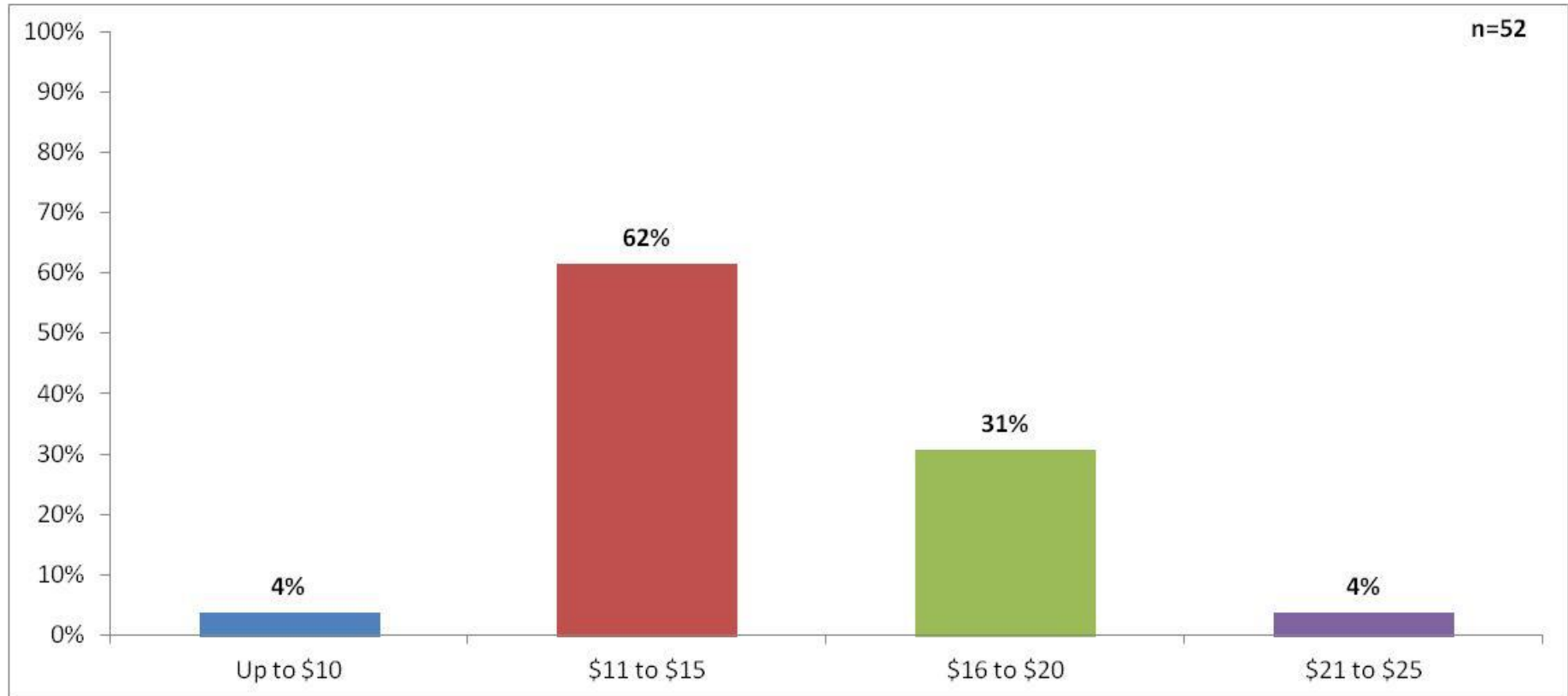
Most organizations had five or fewer archaeological technicians.



Q33-Q47. Number of employees

# Archaeological Technician – Average Hourly Rate

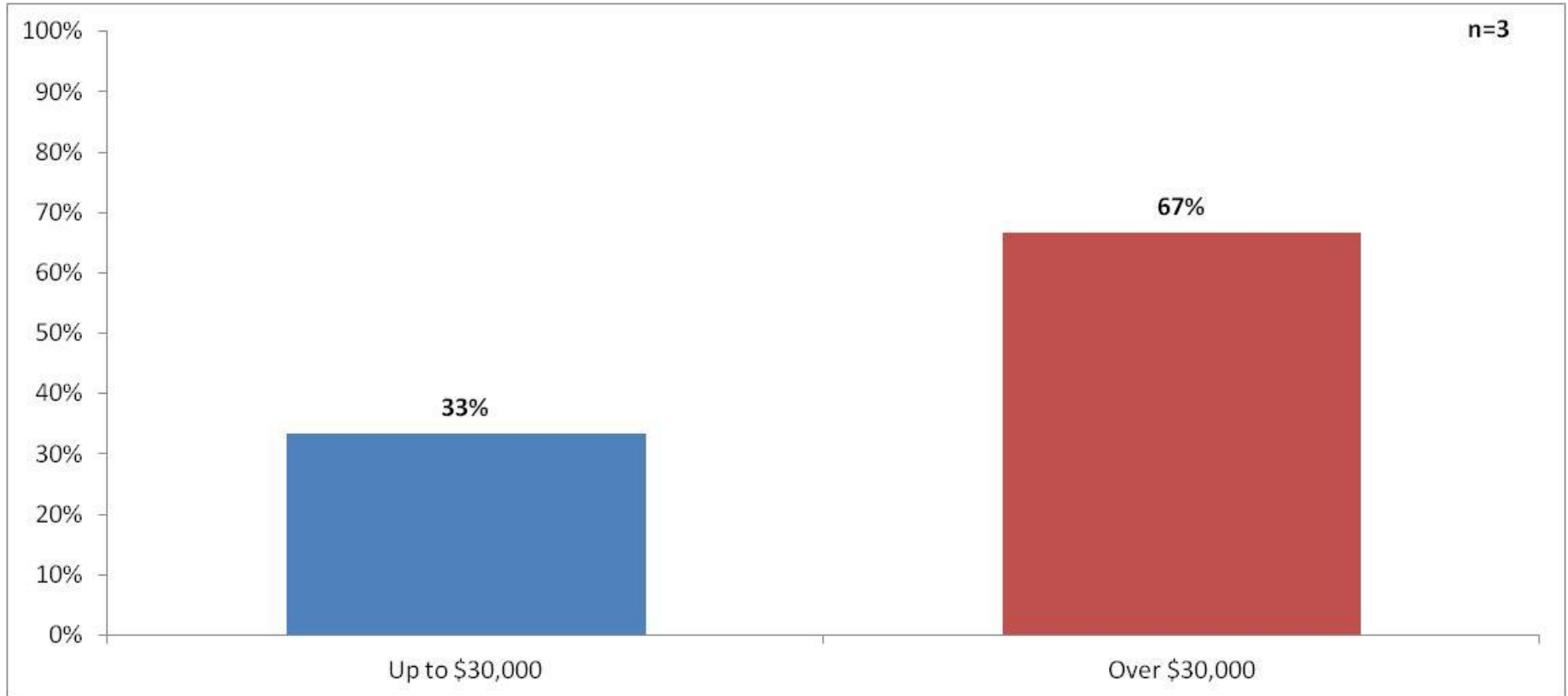
Most archaeological technicians earned \$15/hour or less.



Q33-Q47. Average hourly rate (to nearest dollar)

# Archaeological Technician – Average Annual Salary

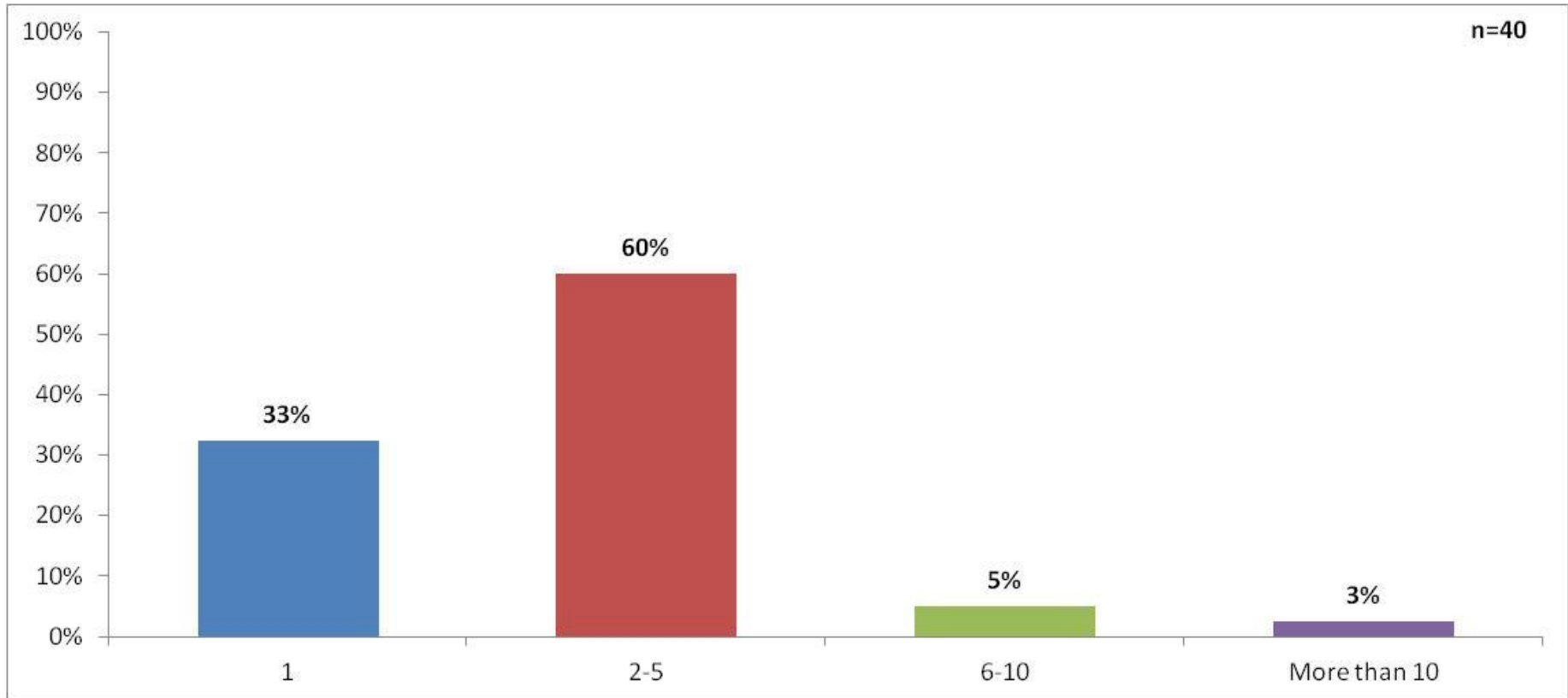
Salaries for archaeological technicians only ranged from \$30K/year to \$34/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Laboratory Technician – Number of Employees

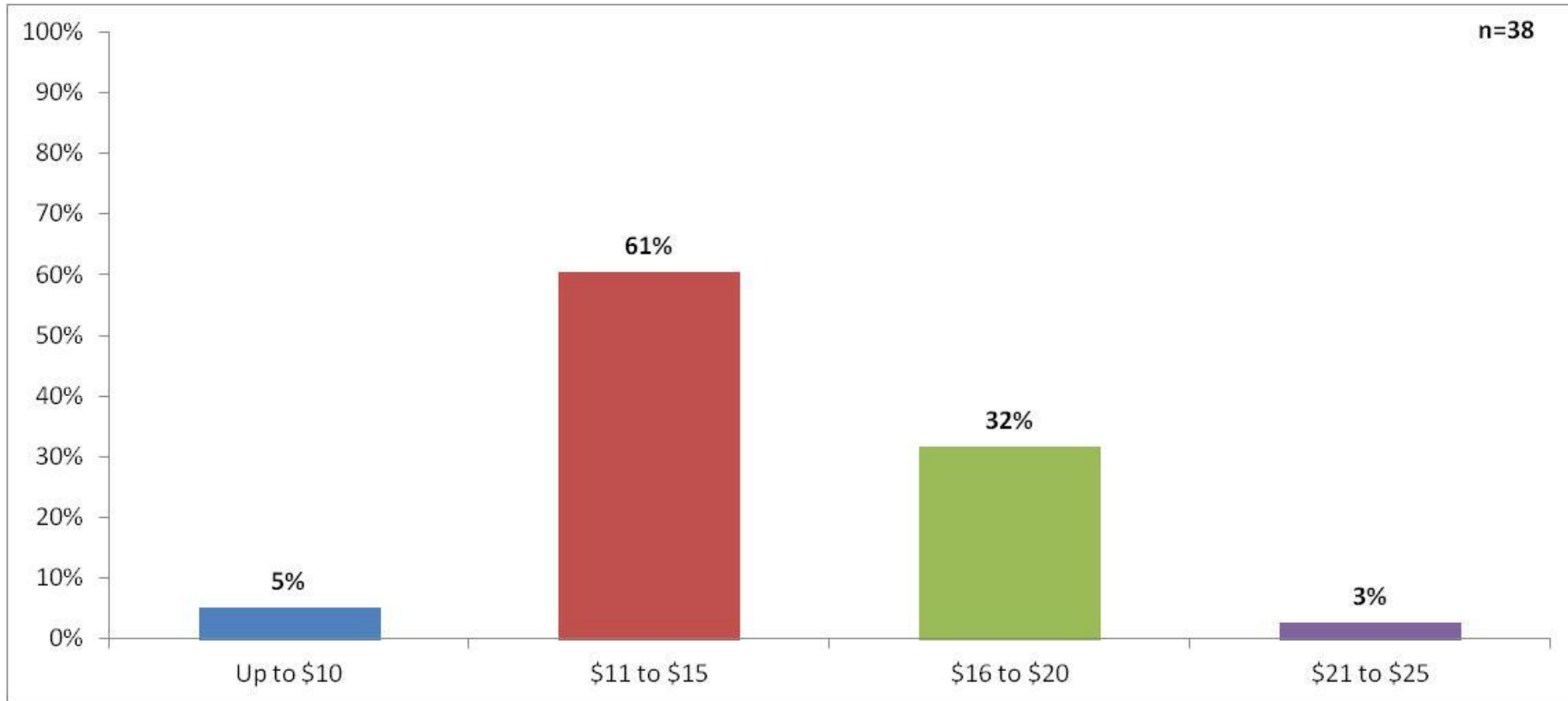
The majority of organizations have five or fewer laboratory technicians.



Q33-Q47. Number of employees

# Laboratory Technician – Average Hourly Rate

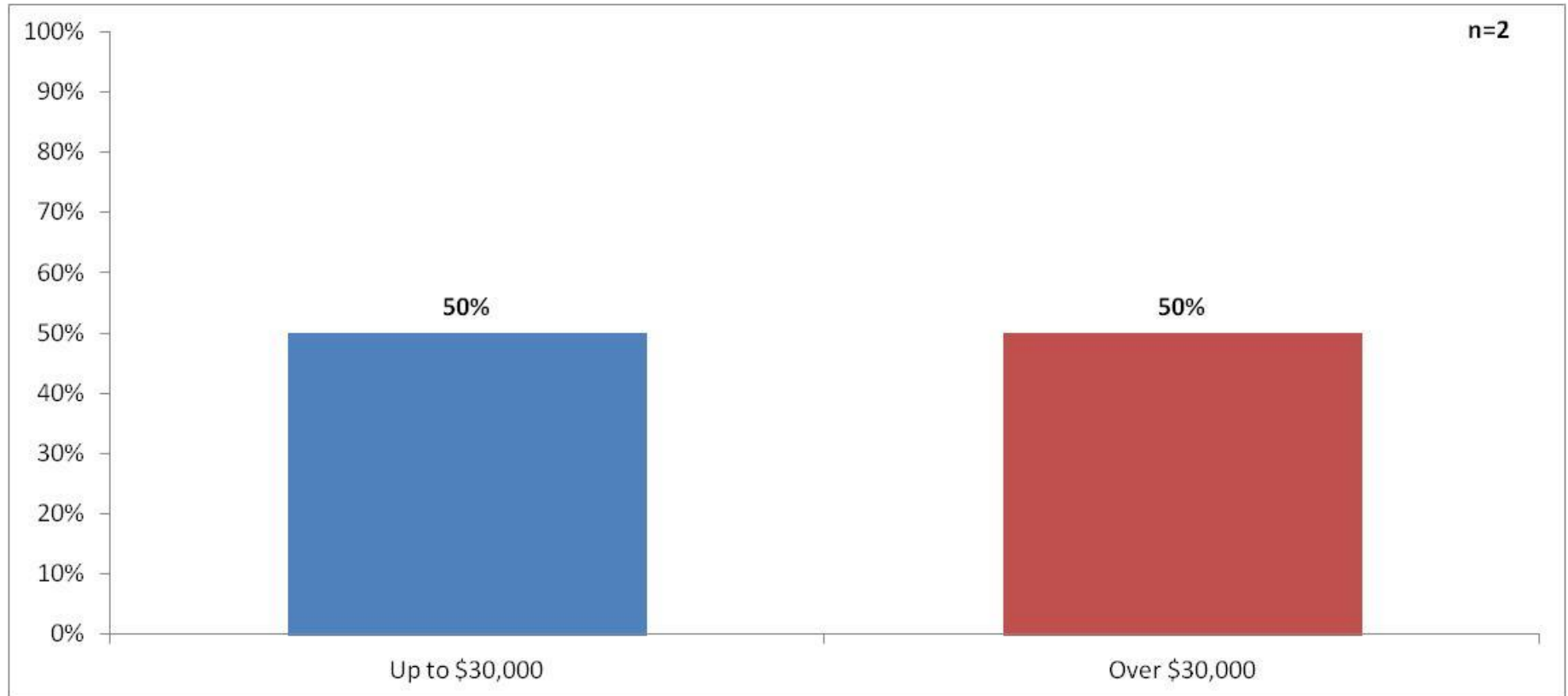
The majority of laboratory technicians earned \$11/hour to \$19/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Laboratory Technician – Average Annual Salary

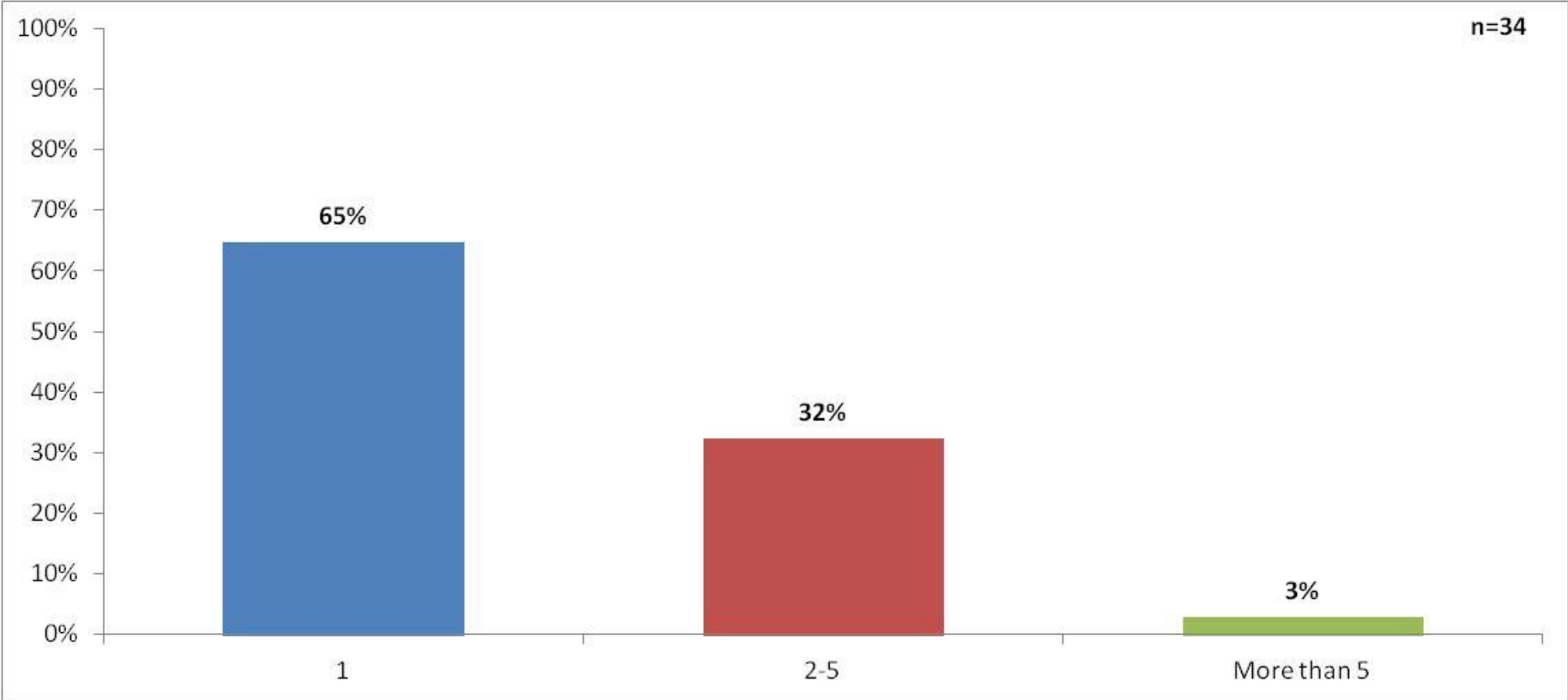
The salaries for laboratory technicians ranged from \$30K/year to \$33K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Graphic Artist – Number of Employees

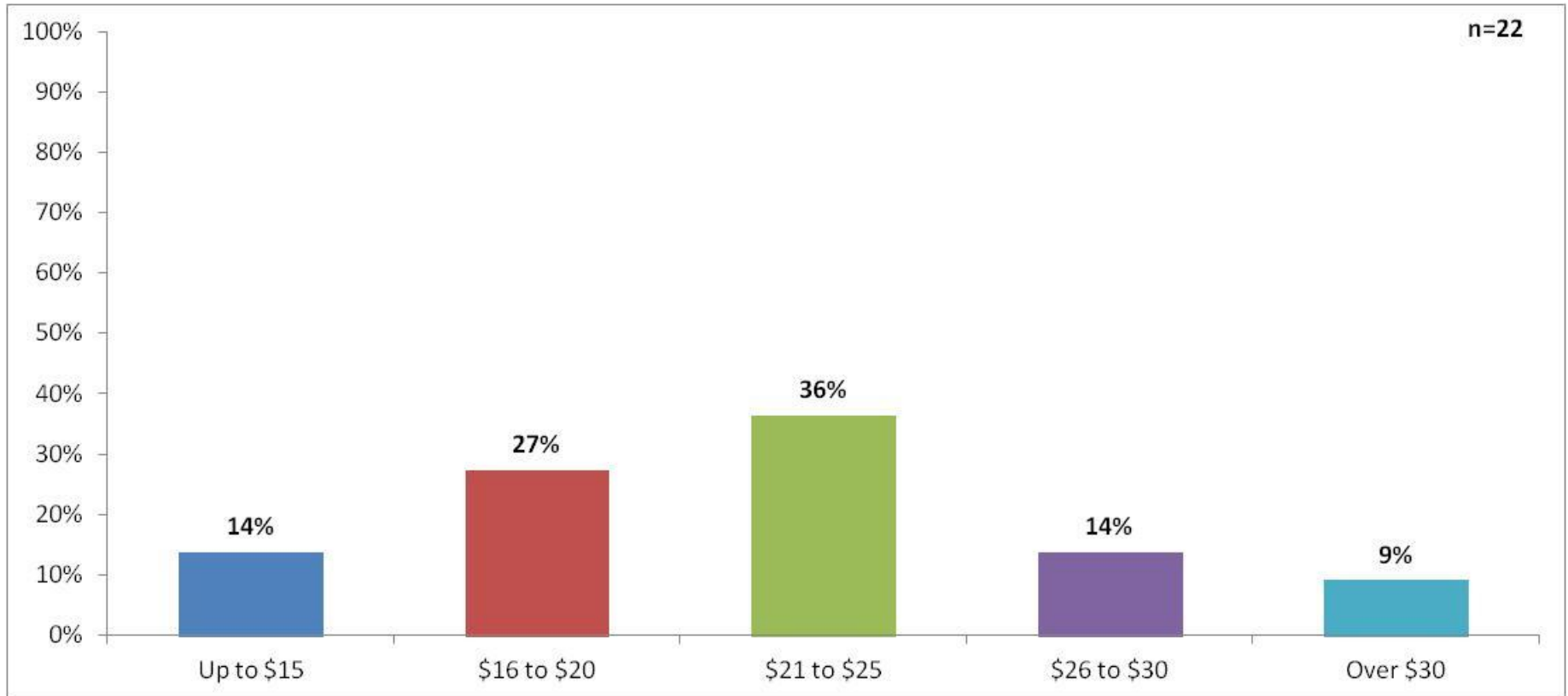
Most organizations had only one graphic artist, but about one-third had two to five.



Q33-Q47. Number of employees

# Graphic Artist – Average Hourly Rate

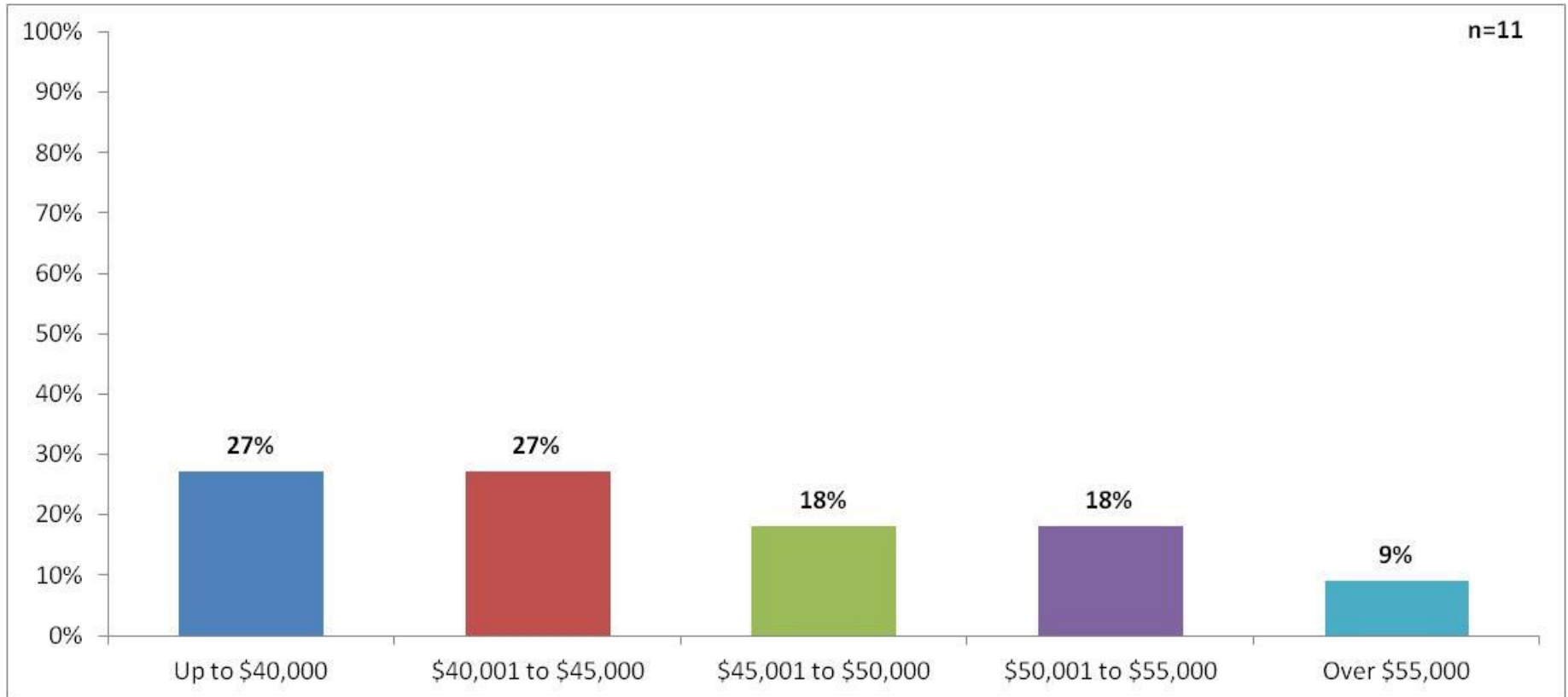
Most graphic artists were paid \$25/hour or less.



Q33-Q47. Average hourly rate (to nearest dollar)

# Graphic Artist – Average Annual Salary

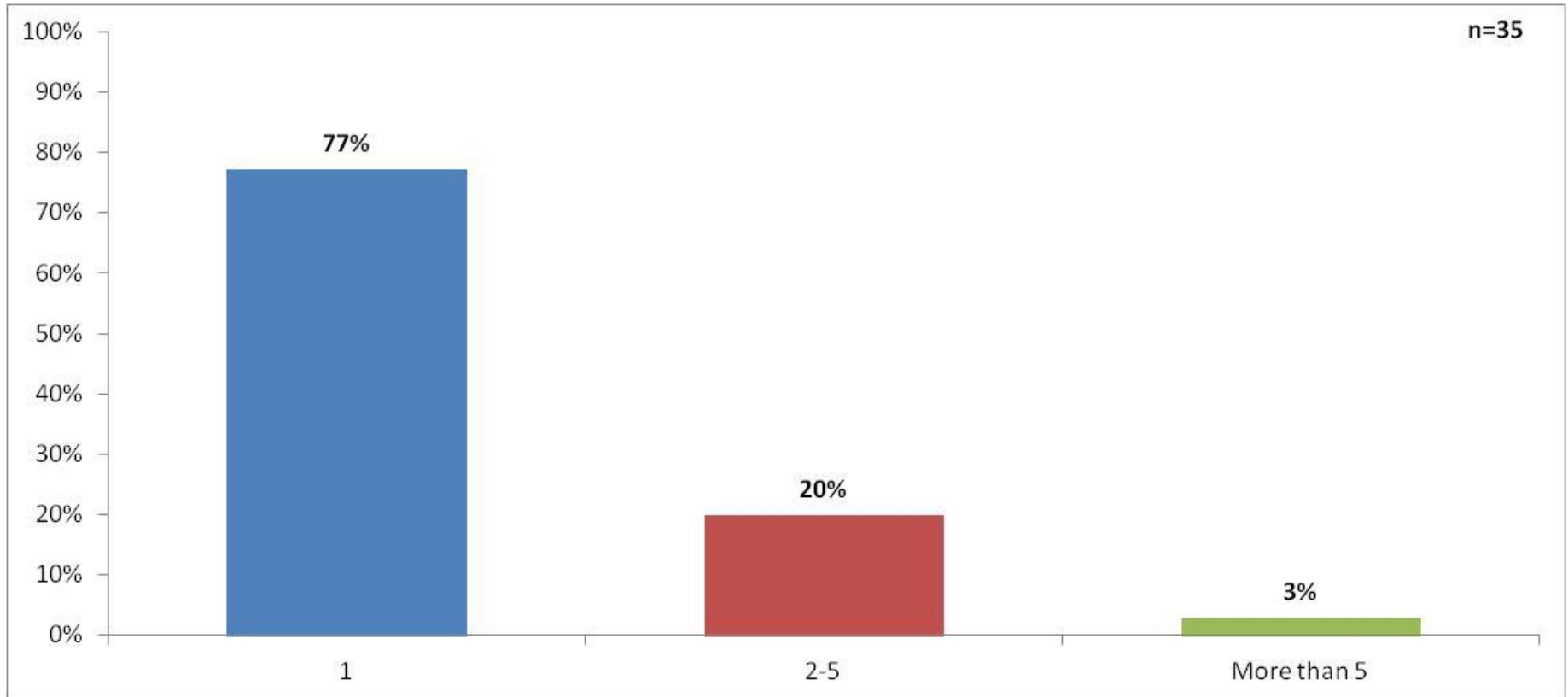
Over half of graphic artists earned salaries of \$45K/year or less.



Q33-Q47. Average annual salary (to nearest dollar)

# Editor – Number of Employees

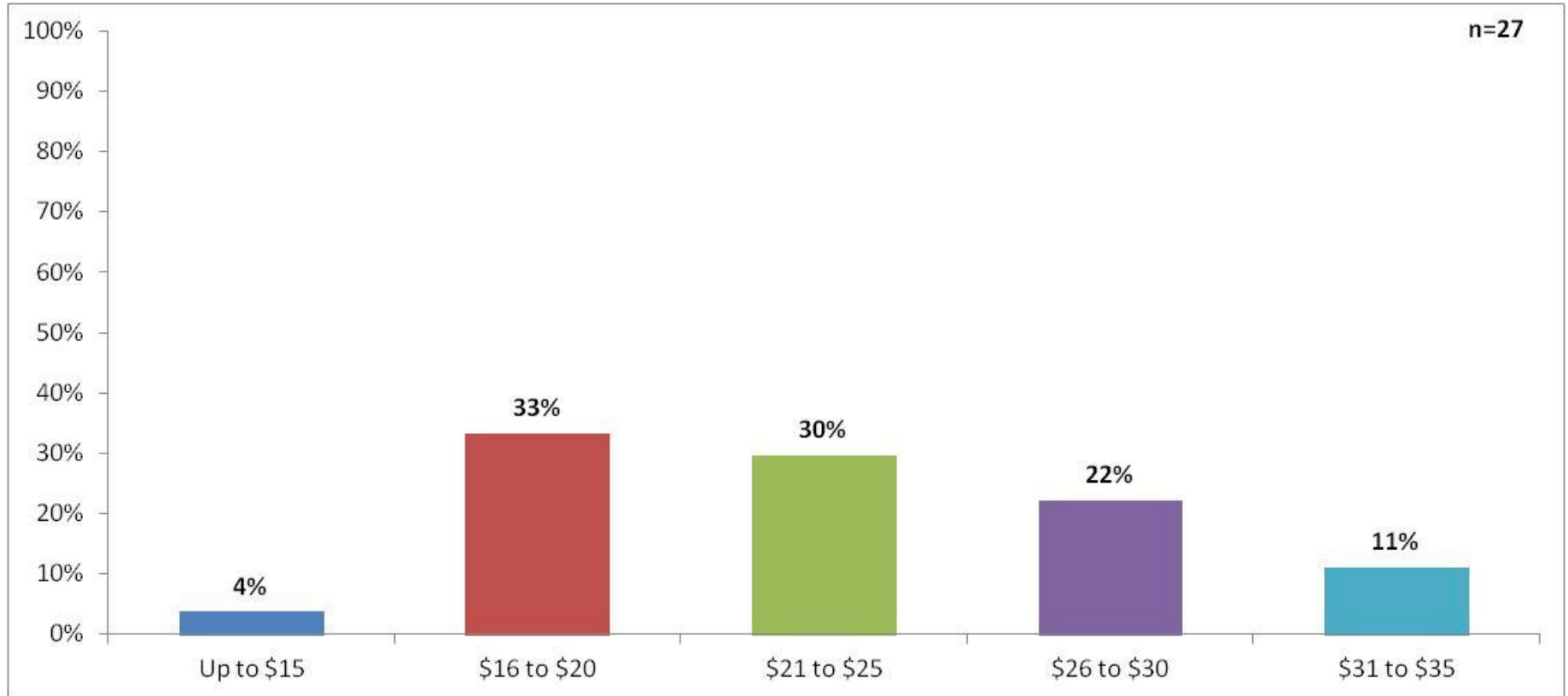
The majority of organizations had only one editor.



Q33-Q47. Number of employees

# Editor – Average Hourly Rate

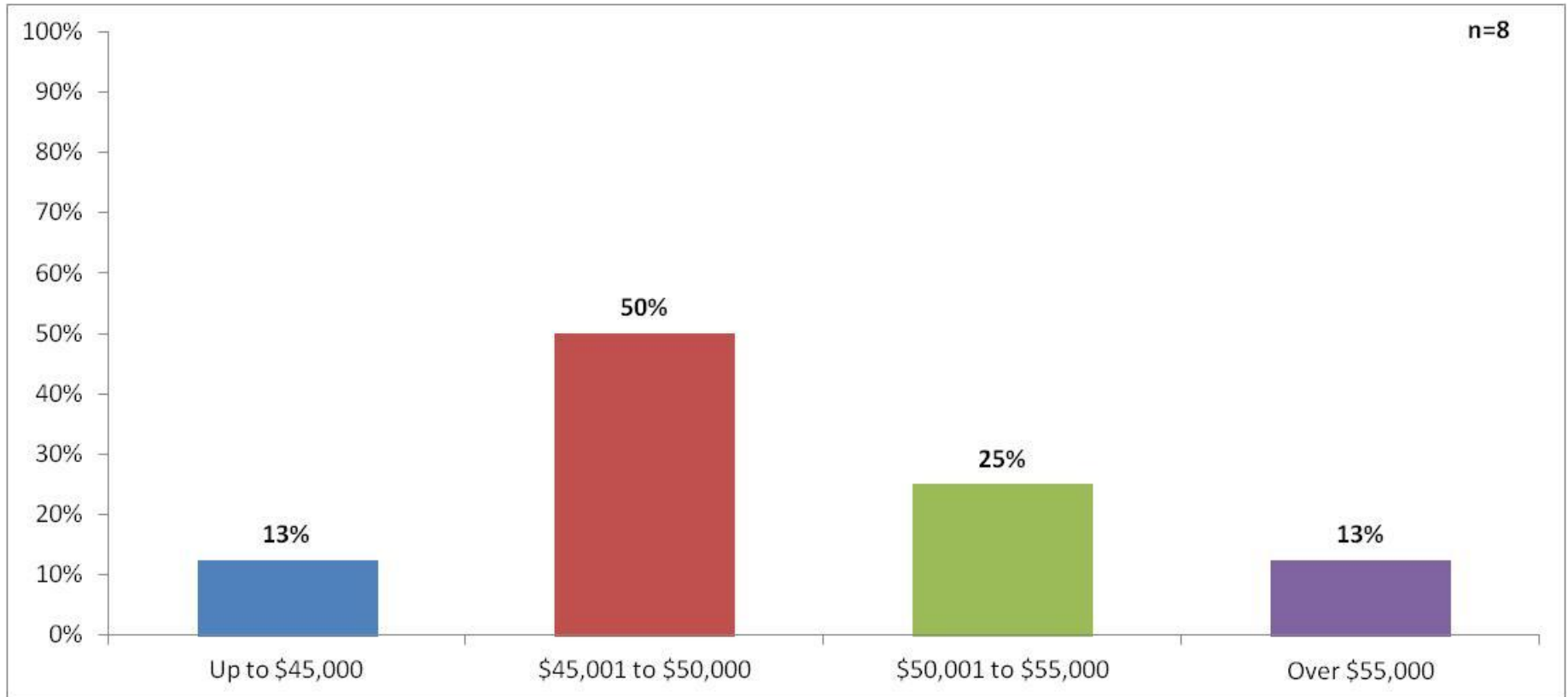
The majority of editors earned \$16/hour to \$30/hour.



Q33-Q47. Average hourly rate (to nearest dollar)

# Editor – Average Annual Salary

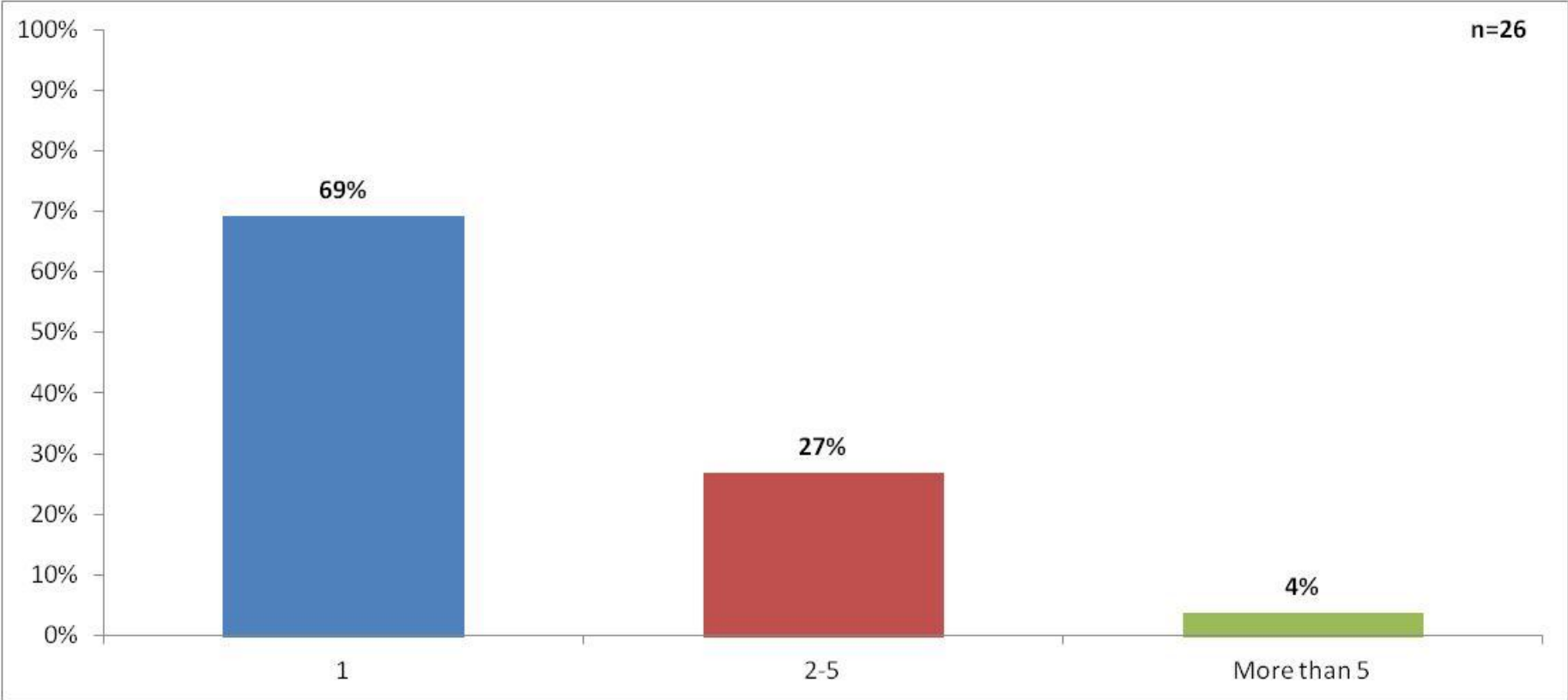
About half of editors earned \$45K/year to \$50K/year.



Q33-Q47. Average annual salary (to nearest dollar)

# Production Assistant – Number of Employees

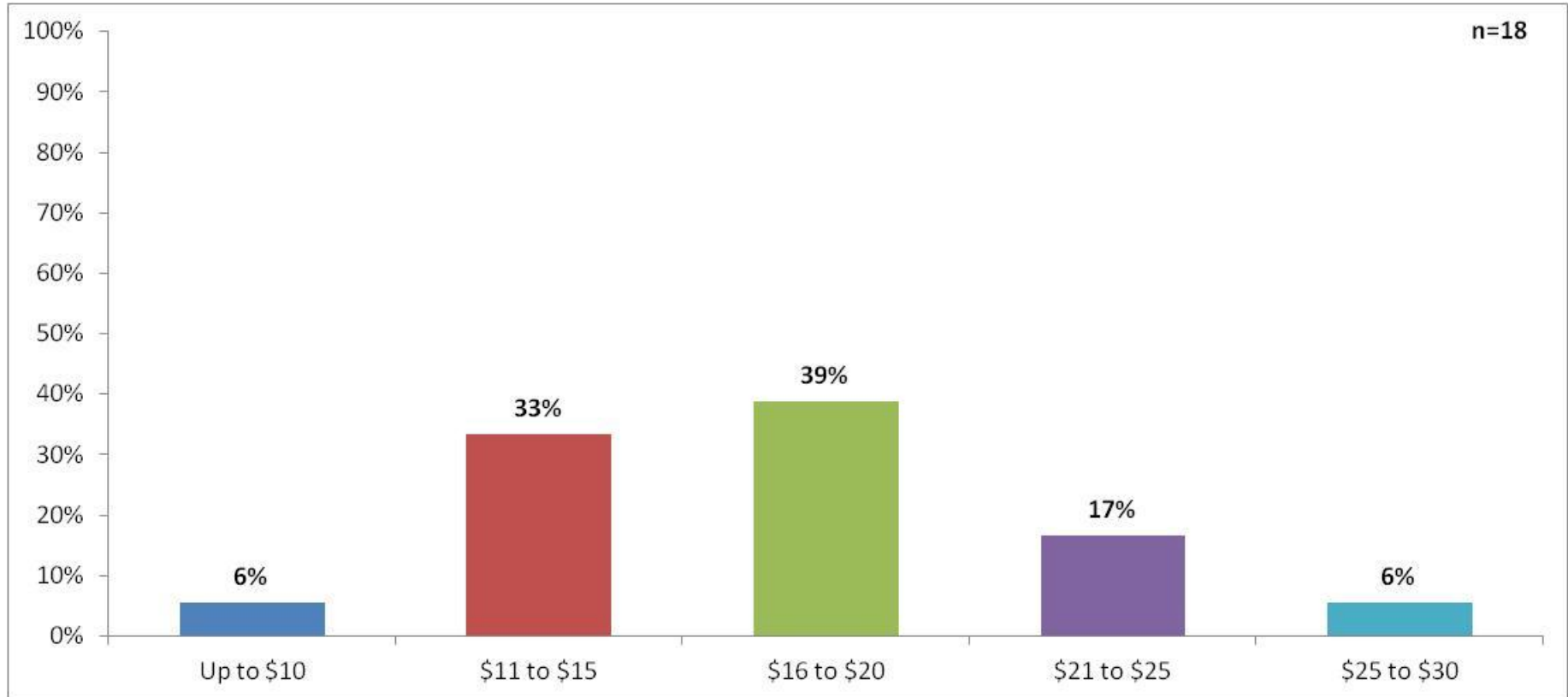
Most organizations had only one production assistant.



Q33-Q47. Number of employees

# Production Assistant – Average Hourly Rate

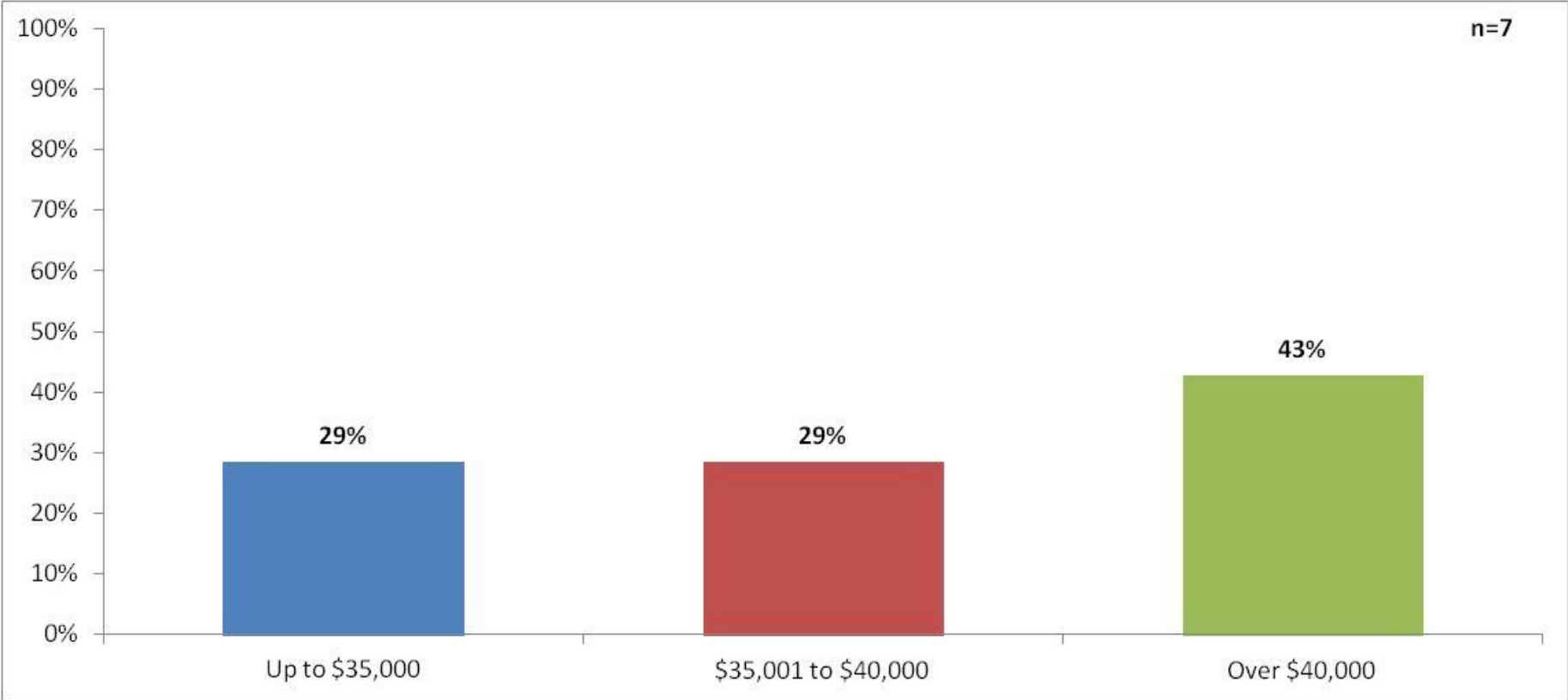
Most production assistants earned \$20/hour or less.



Q33-Q47. Average hourly rate (to nearest dollar)

# Production Assistant – Average Annual Salary

Over half of production assistants earned \$40K/year or less.



Q33-Q47. Average annual salary (to nearest dollar)

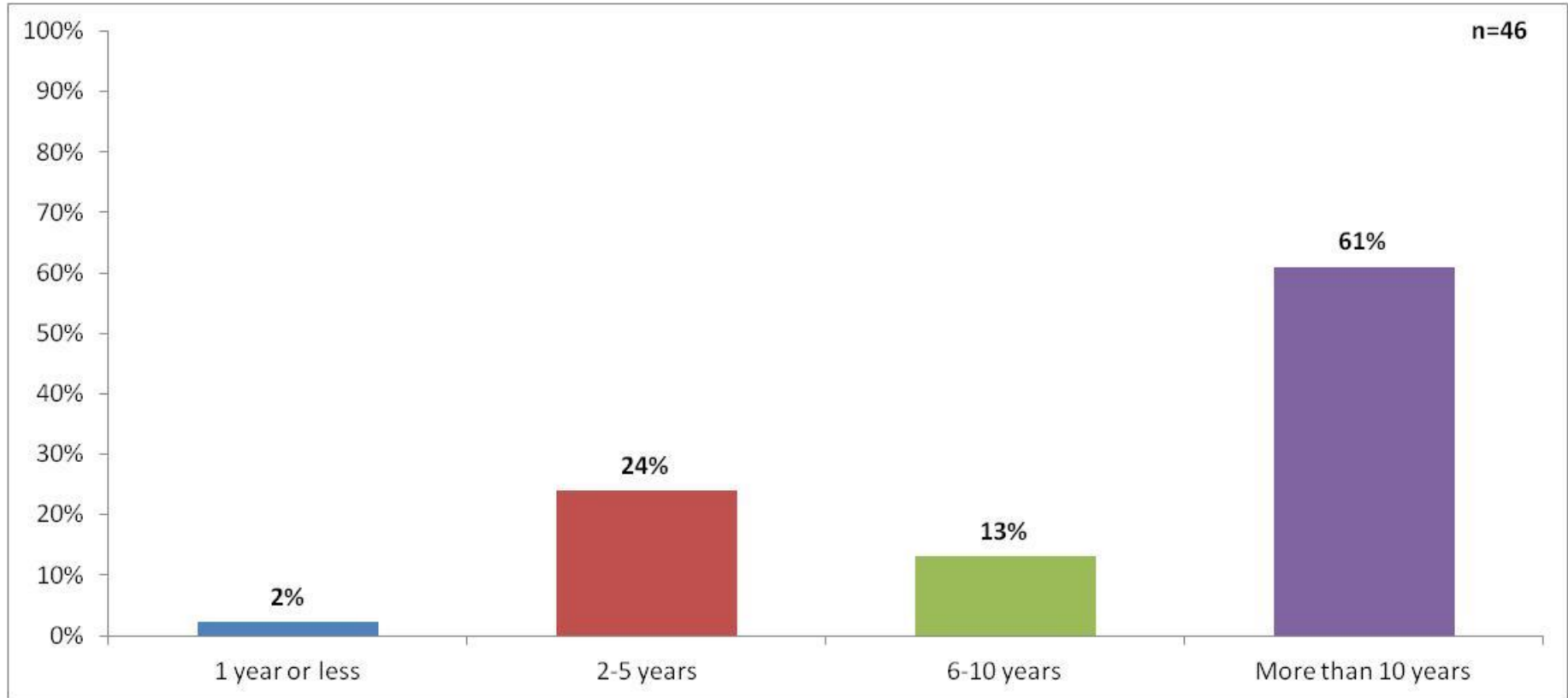
# Involvement

---

- ▼ Length of Membership
- ▼ Conference Attendance
- ▼ ACRA Board
- ▼ Contacts through Website
- ▼ State or Regional Chapters

# Length of Membership

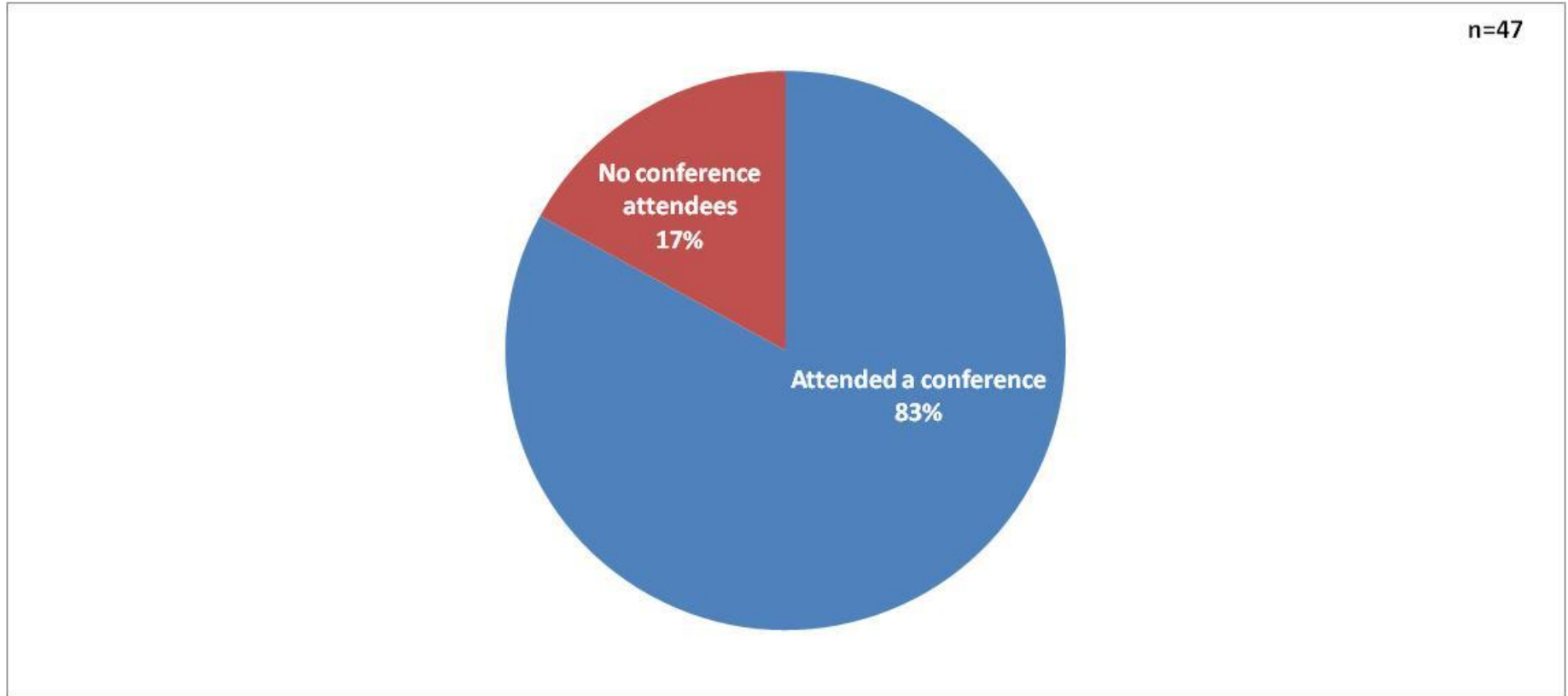
Most firms with an ACRA membership had been members over ten years. One-fifth of member organizations had been members less than six years.



Q50. How many years has your firm been a member?

# Conference Attendance

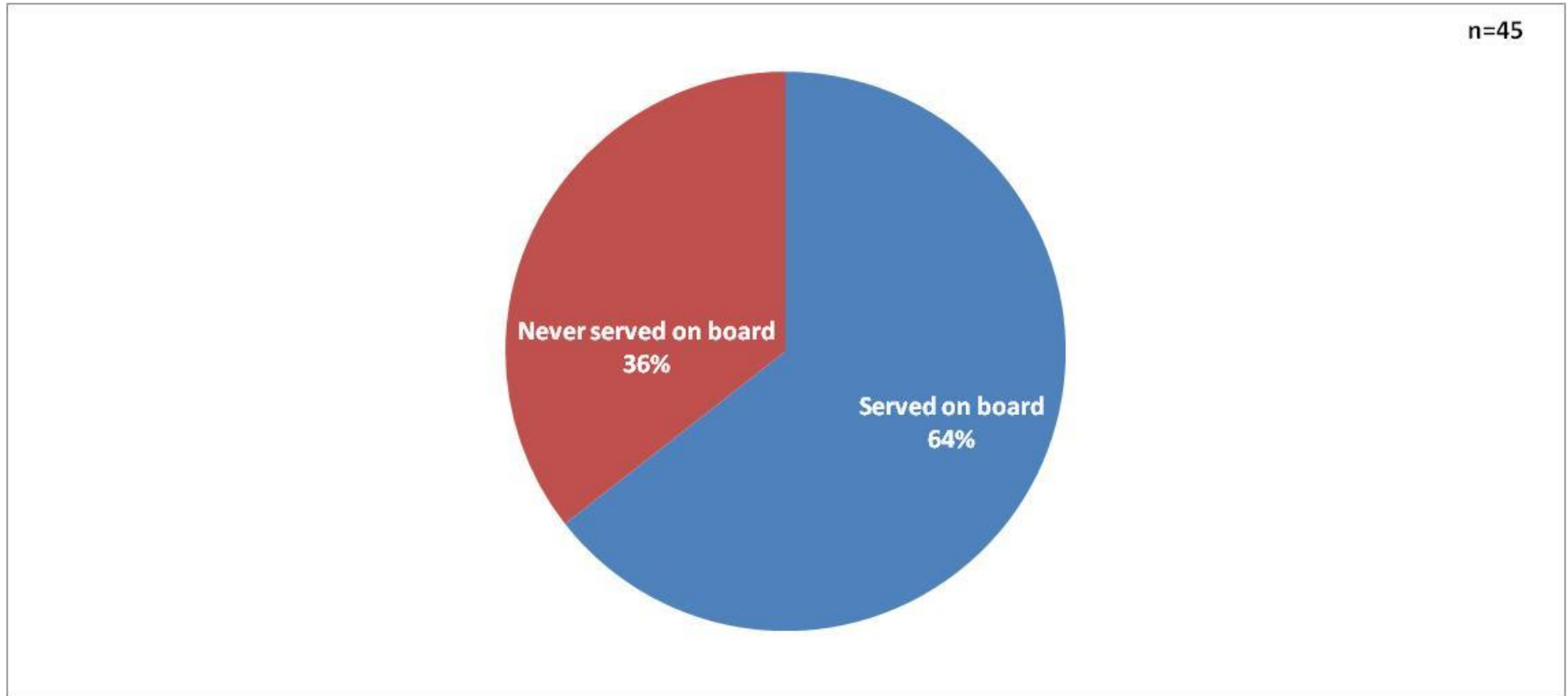
Most firms with an ACRA membership had employees who attended an annual ACRA conference.



Q51. Have you or another member of your firm attended an annual ACRA conference?

# ACRA Board

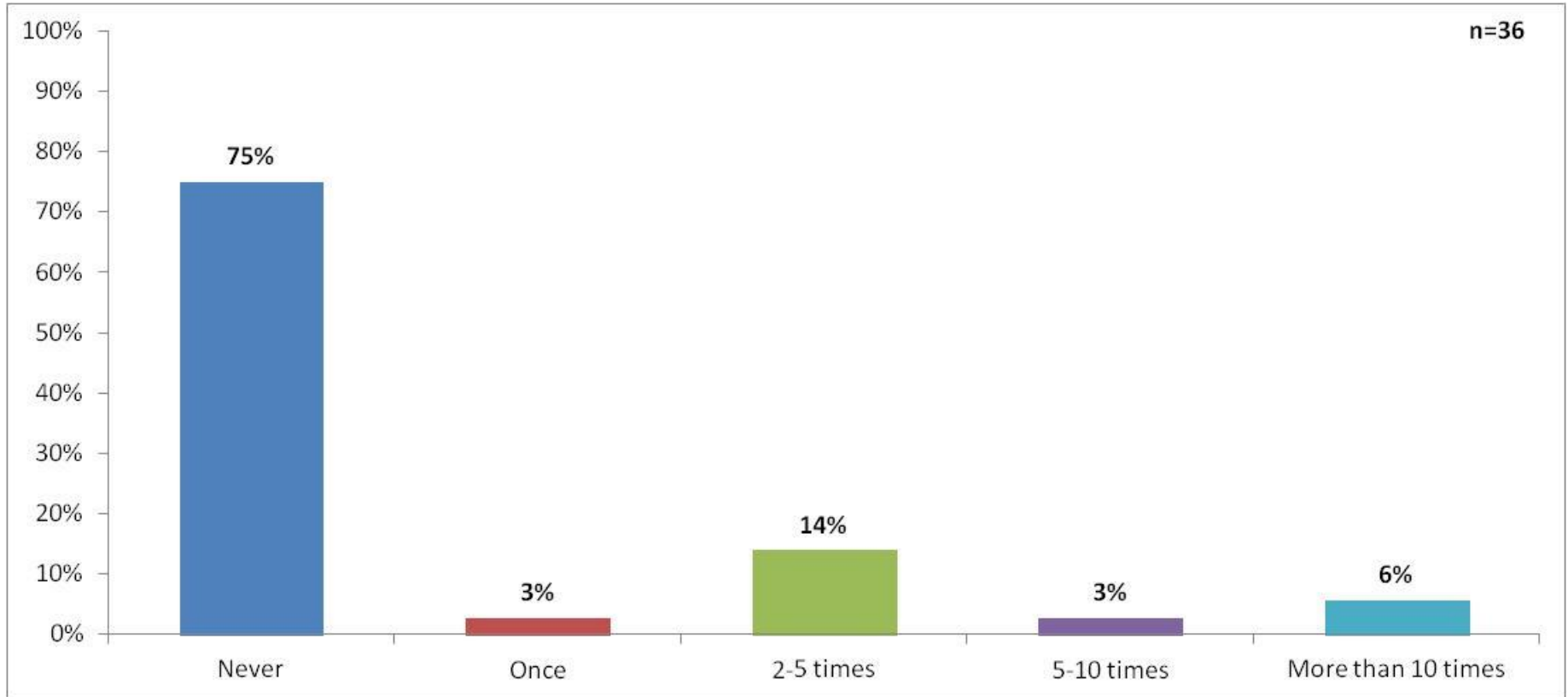
Two-thirds of organizations with an ACRA membership had employees who had served on the ACRA Board.



Q52. Has someone from your firm ever served on the ACRA Board?

# Contacts through Website

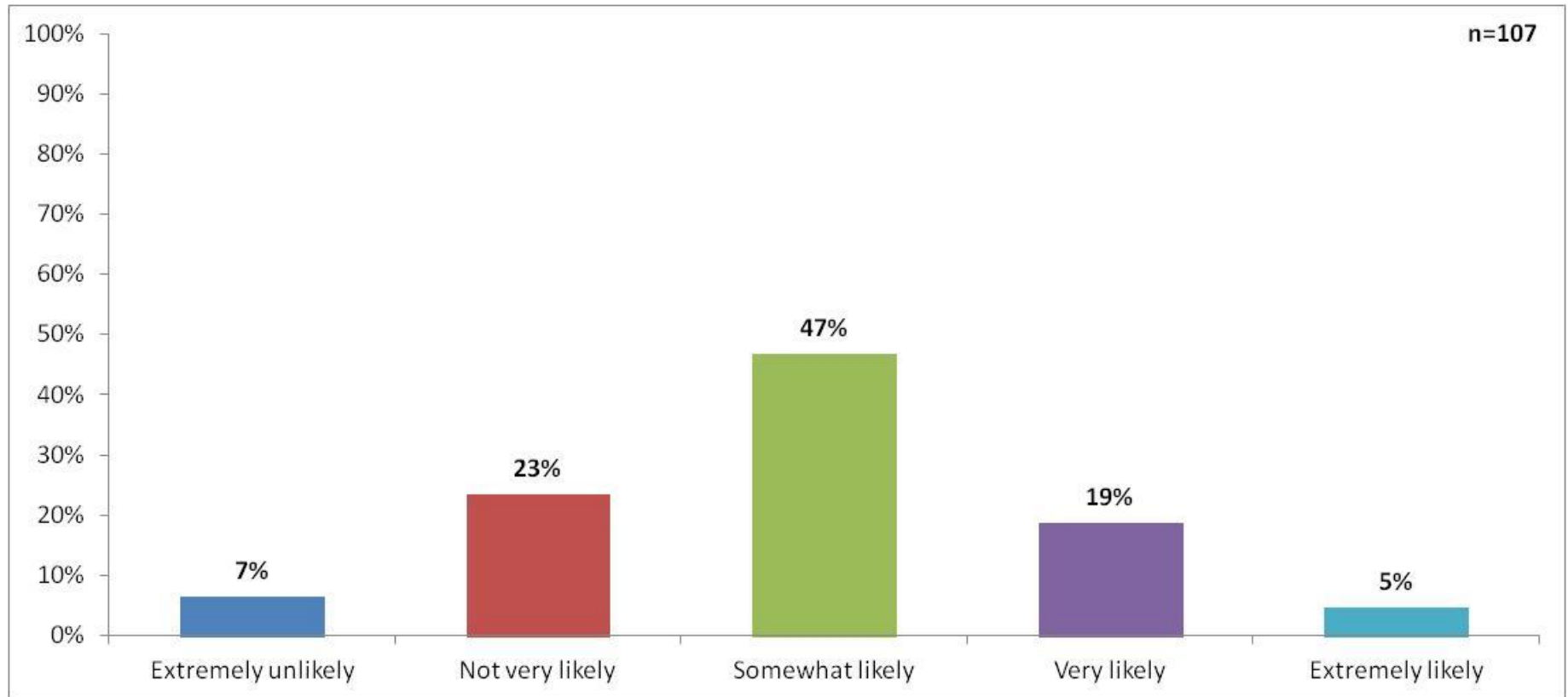
The majority of respondents had never been contacted by a client due to being listed on the ACRA website.



Q53. How many times have you been contacted by a client due to being listed on the ACRA website?

# State or Regional Chapters

There were more people who said they were at least somewhat likely to join and participate at the state or regional level than there were people who said they were not likely.



Q59. If ACRA offered state or regional chapters, how likely would you be to join and actively participate at this level?

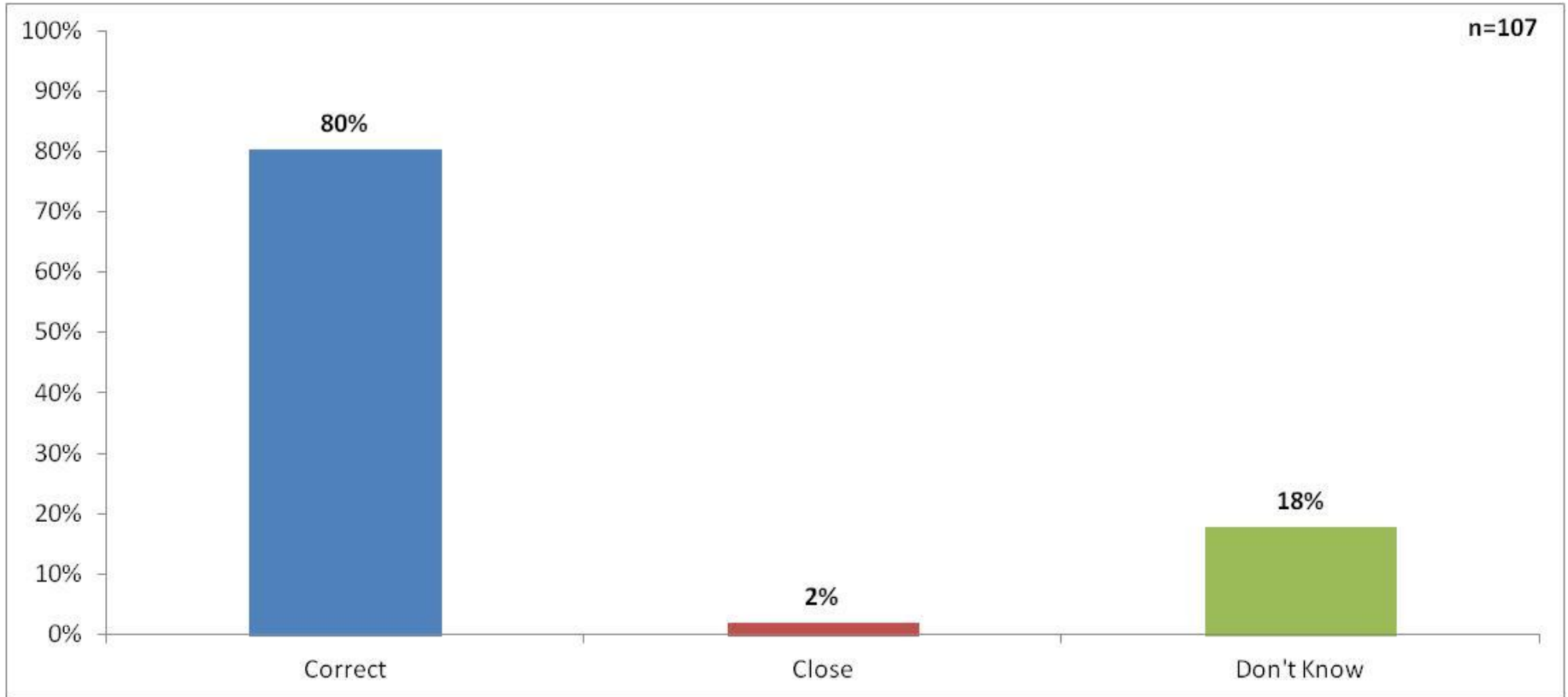
# Awareness

---

- ▼ Awareness of ACRA Name
- ▼ Awareness of ACRA's Mission
- ▼ Membership Benefits
- ▼ Website Use
- ▼ Website Ratings

# Awareness of ACRA Name

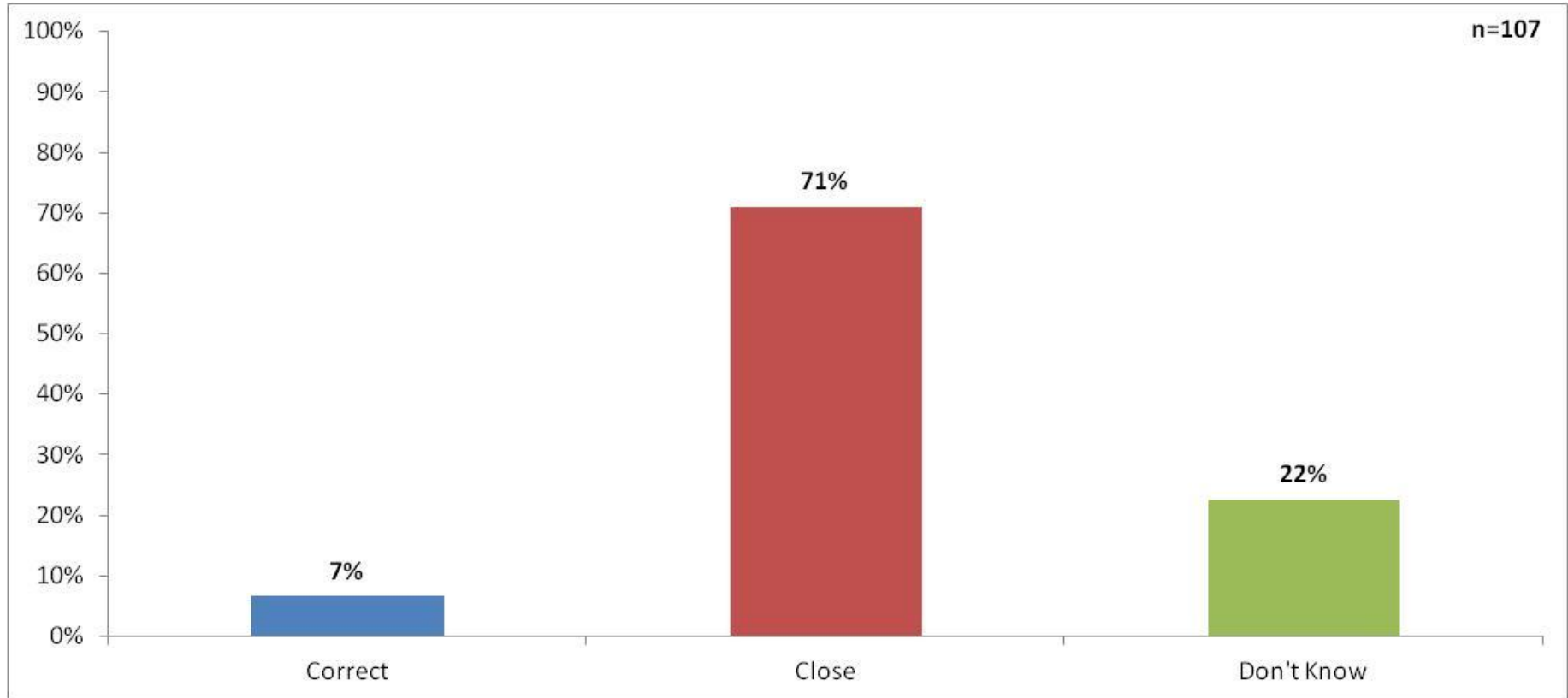
Most people knew what ACRA stands for.



Q48. What does ACRA stand for?

# Awareness of ACRA's Mission

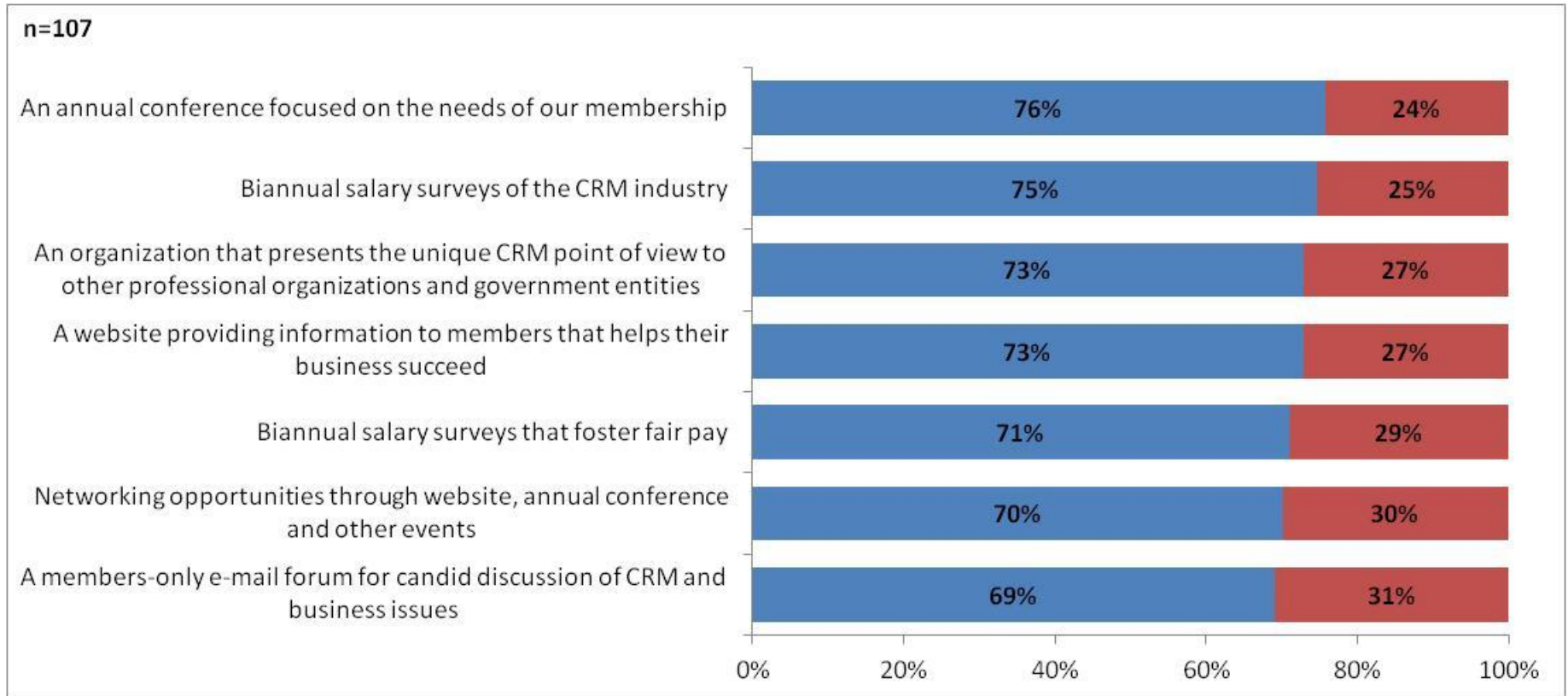
Although most people did not know the precise mission, most did know either parts of the mission or mentioned things that ACRA does.



Q49. What does ACRA stand for?

# Membership Benefits

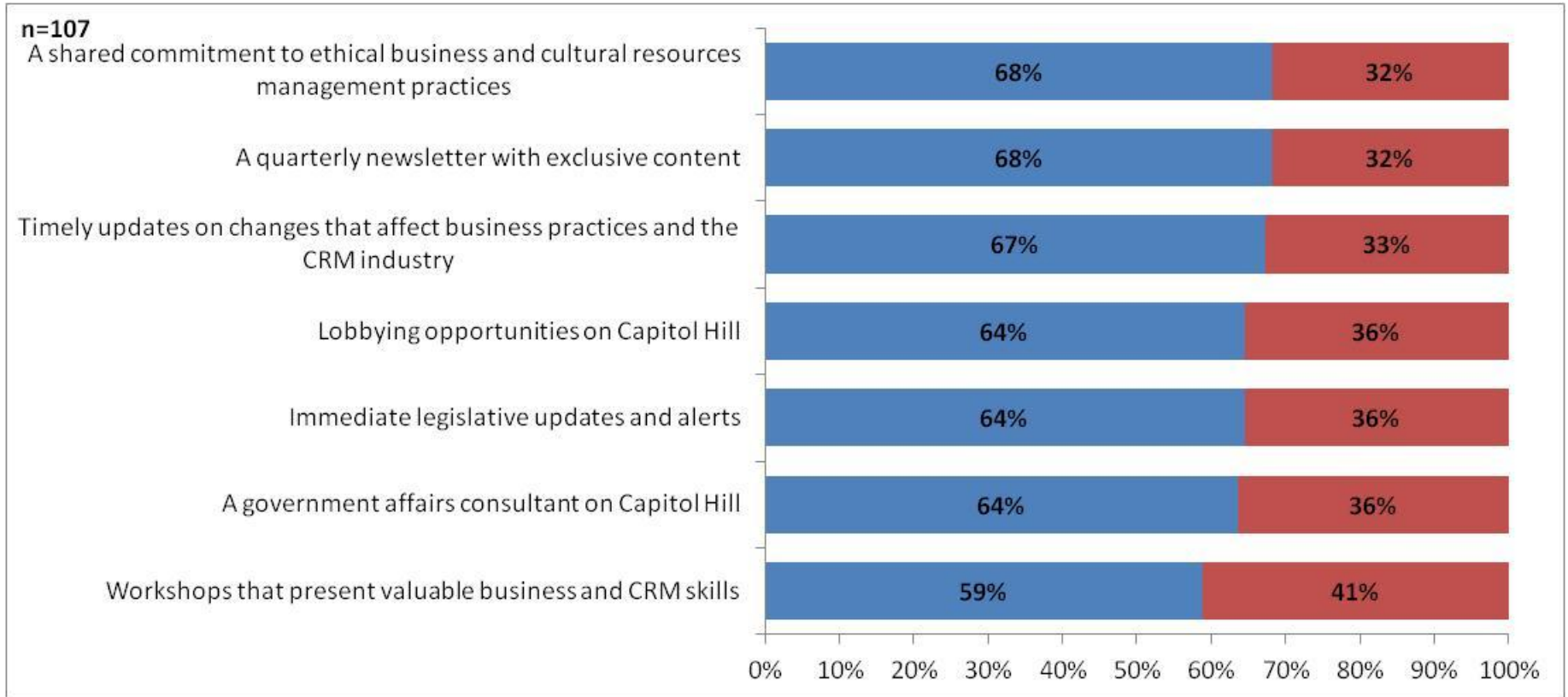
Most people knew that ACRA offered these benefits.



Q63. Were you aware that ACRA membership offered the following benefits?

# Membership Benefits

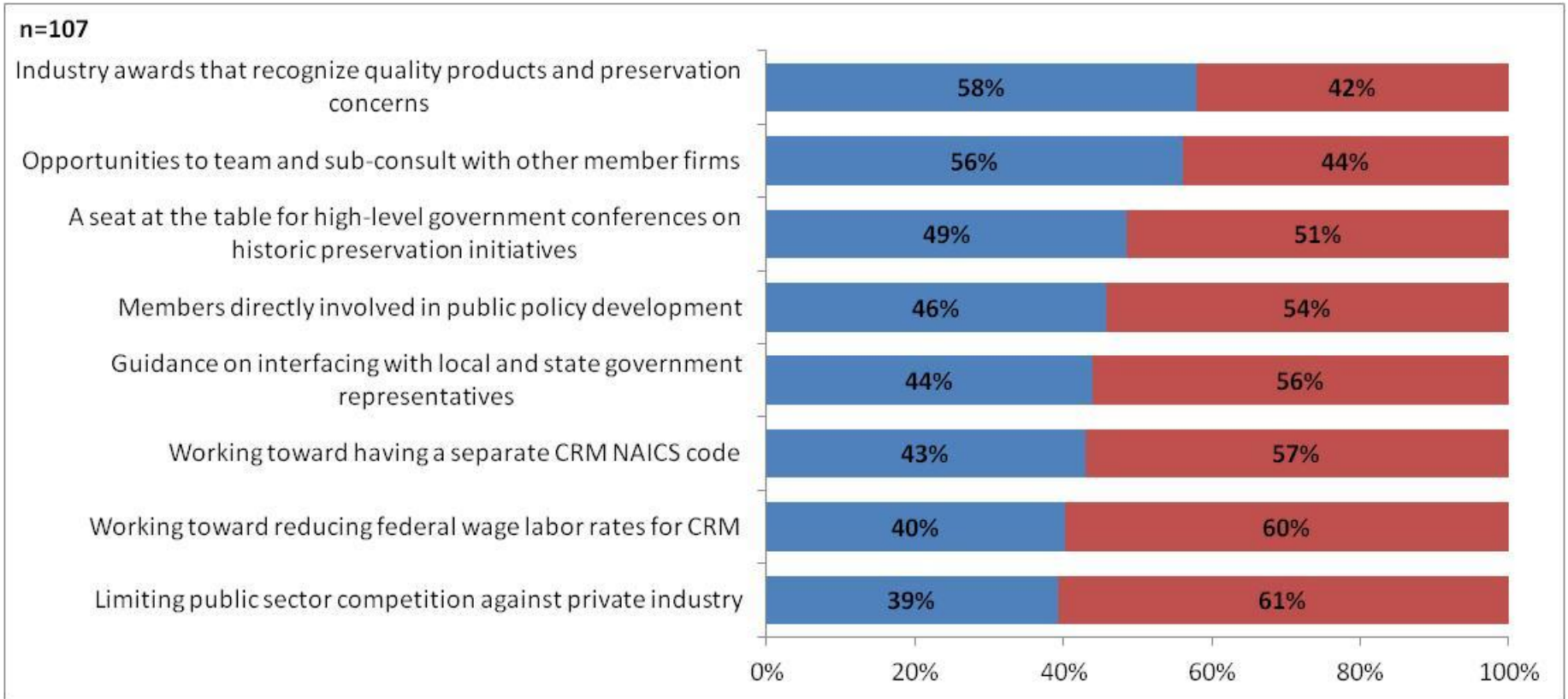
Over half of the sample knew that ACRA offered these benefits.



Q63. Were you aware that ACRA membership offered the following benefits?

# Membership Benefits

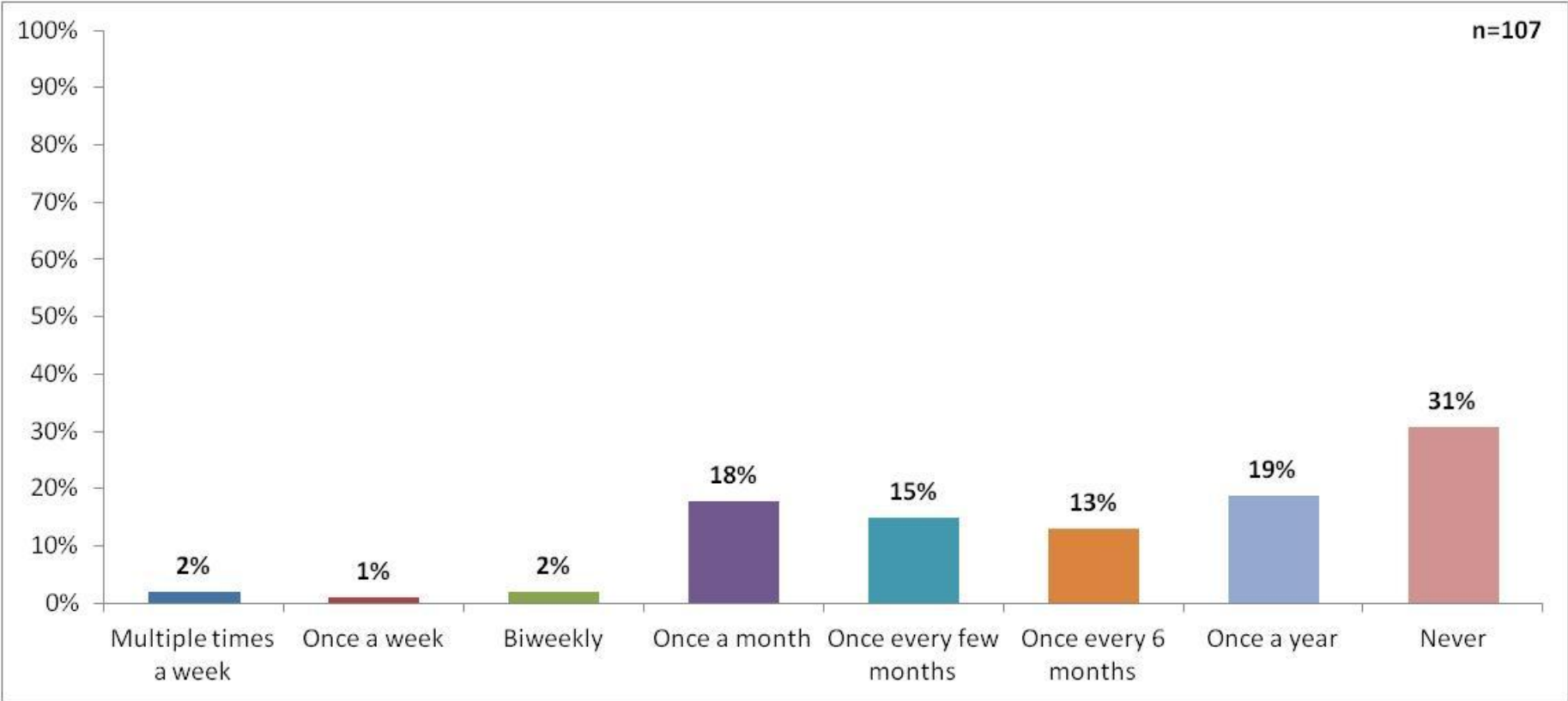
Except for the top two benefits, less than half of the sample knew ACRA offered these benefits.



Q63. Were you aware that ACRA membership offered the following benefits?

# Website Use

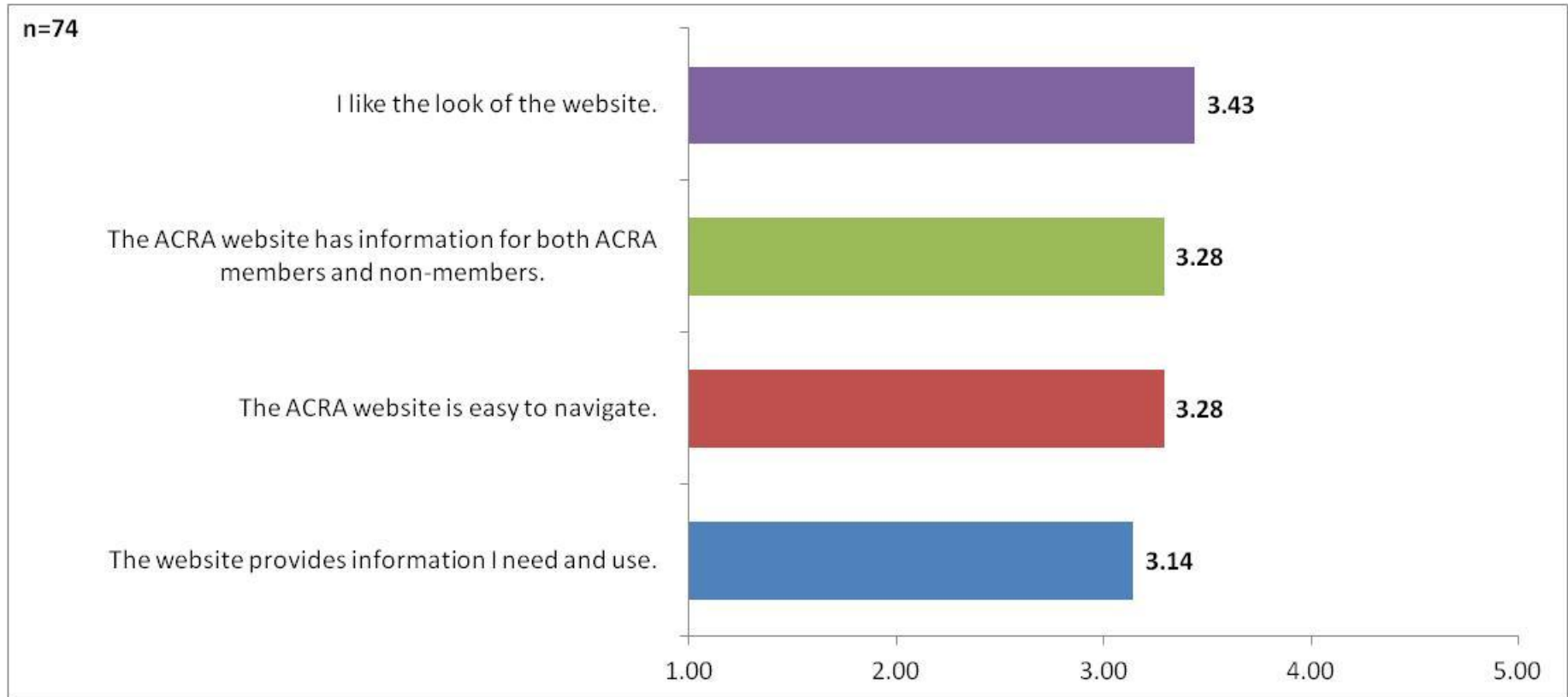
Nearly a third of the sample never visit the website.  
Most of the rest visit between once a month and once a year.



Q64. How often do you visit the ACRA website?

# Website Ratings

Those who had been to the website at some point rated the website. All of the ratings were close to the neutral point on average, but *I like the look of the website* had the highest average rating.



Q65. Thinking about the ACRA website, on a scale of 1 to 5, please rate your agreement with the following statements, with 1 being “strongly disagree” and 5 being “strongly agree.”

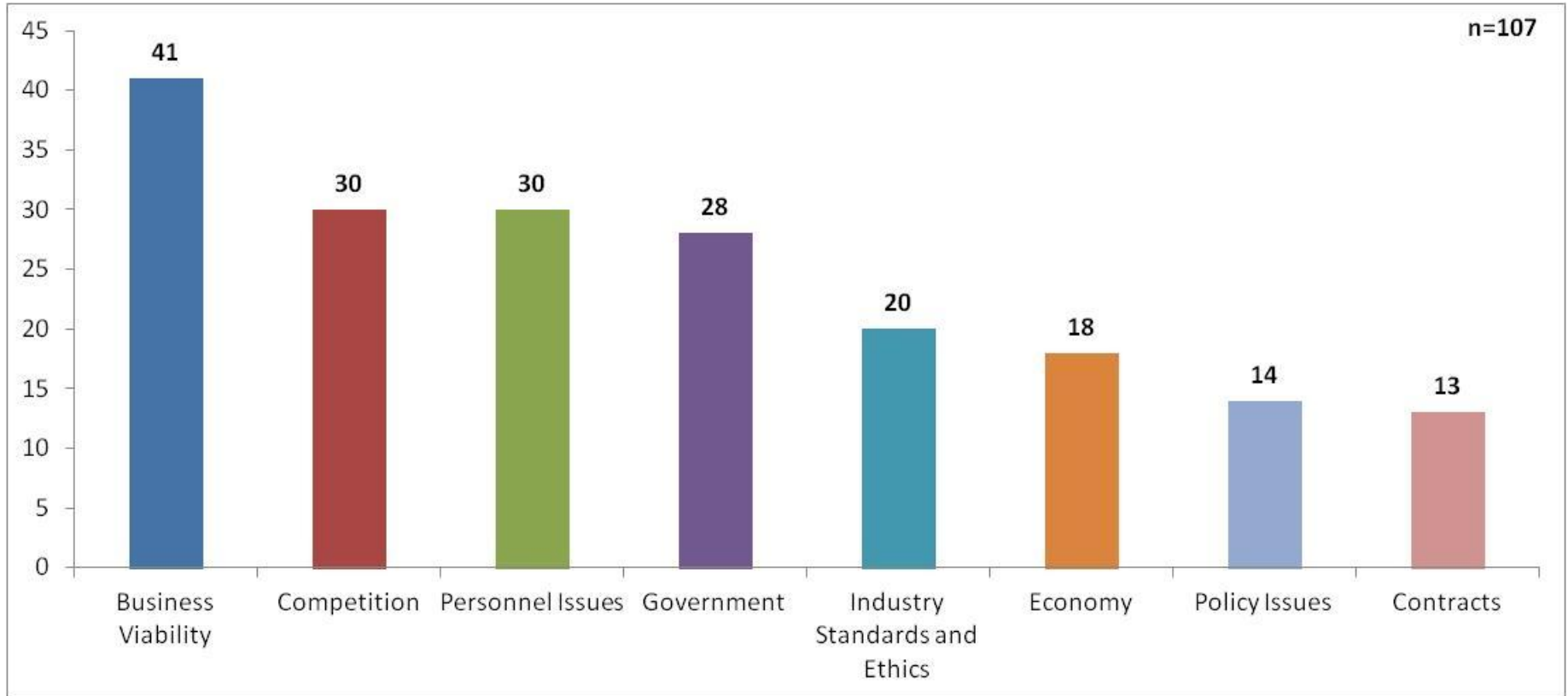
# Values

---

- ▼ Biggest Challenges
- ▼ CRM Industry Concerns
- ▼ Professionalizing the CRM Industry
- ▼ Membership Benefits
- ▼ ACRA Activities

# Biggest Challenges

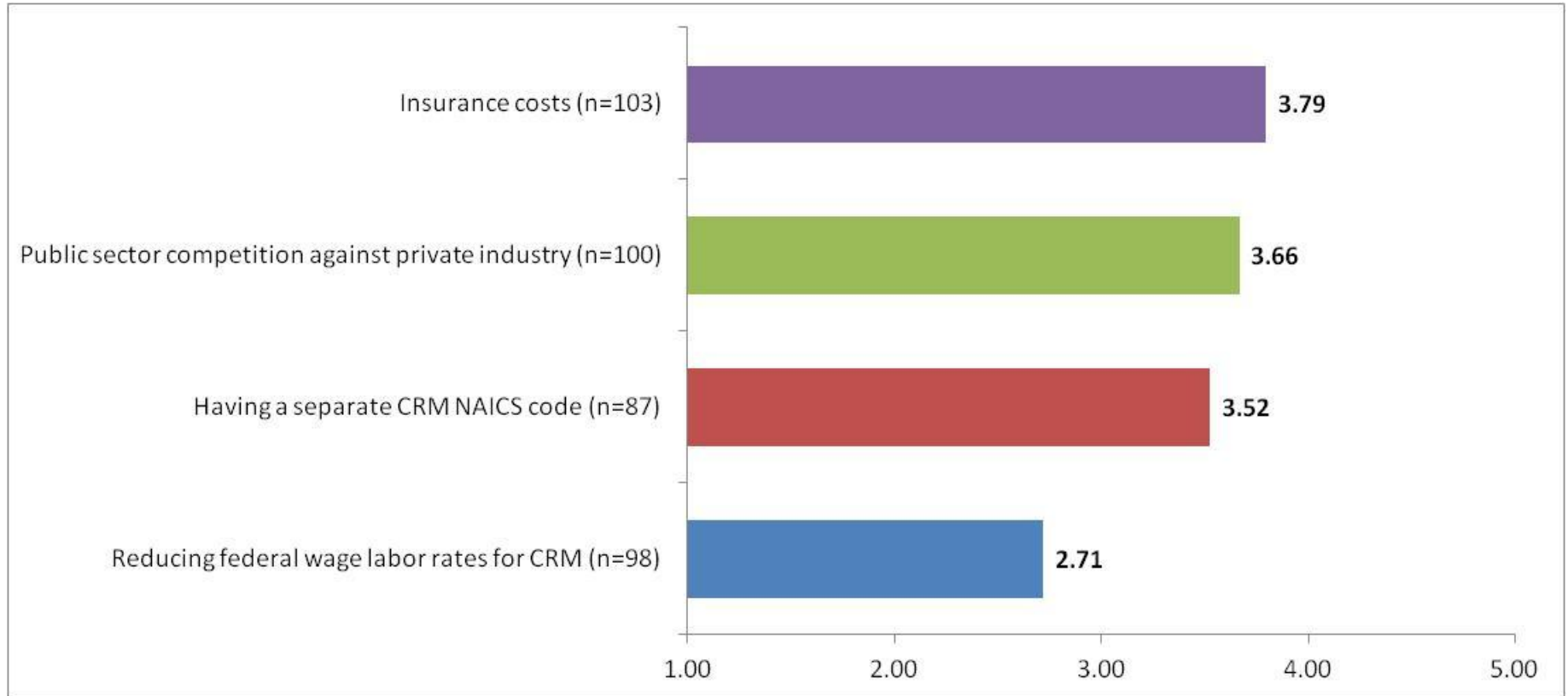
The area most-often mentioned by respondents as one of their biggest challenges was business viability.



Q66. What are the biggest challenges that face your business today?

# CRM Industry Concerns

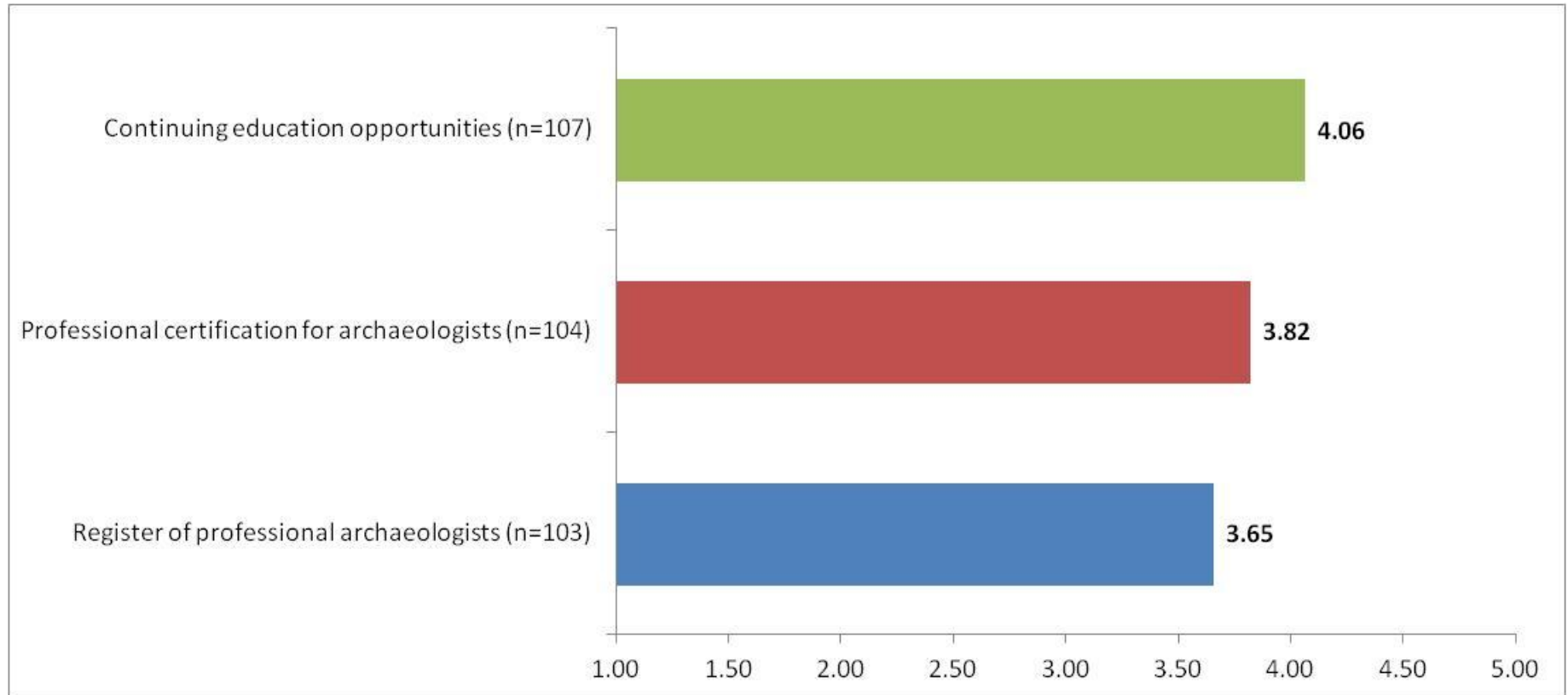
Reducing federal wage labor rates for CRM was the only concern that had an average rating below the neutral point.



Q57. How important do you think the following concerns are for the CRM industry?  
Please use a scale of 1 to 5, with 1 being "extremely unimportant" and 5 being "extremely important."

# Professionalizing the CRM Industry

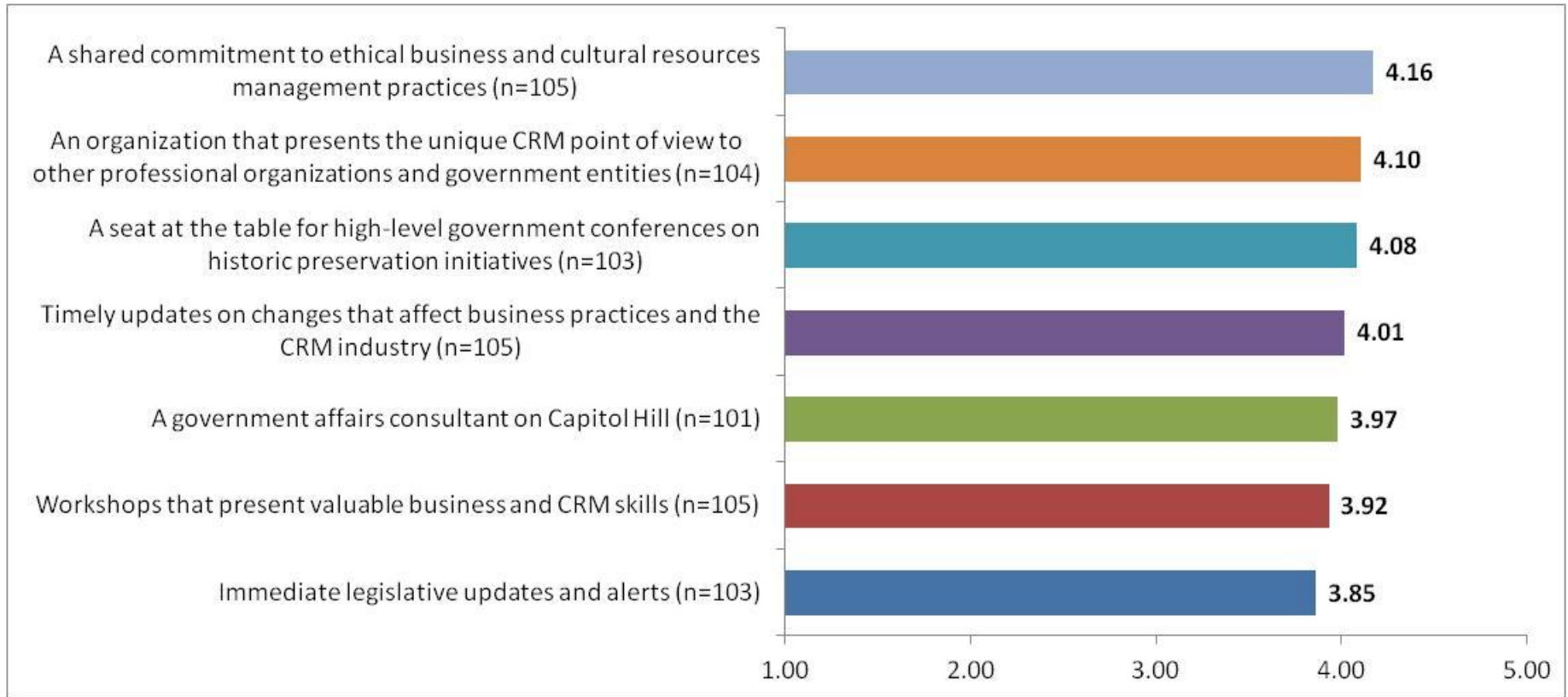
All three of these had similar average importance ratings, but continuing education was the highest.



Q58. Using the same scale, how important do you think the following are for professionalizing the CRM industry?

# Membership Benefits

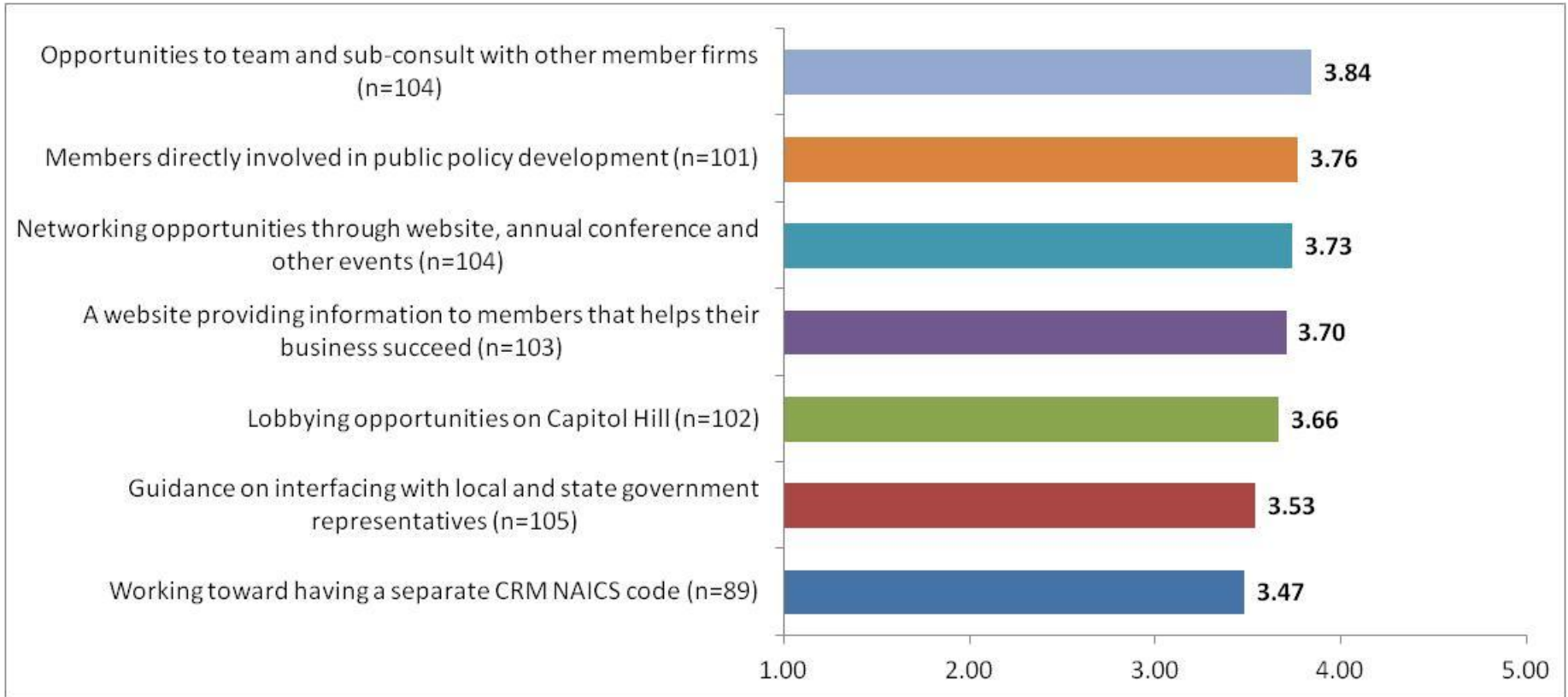
These are the benefits with the highest average importance ratings, with *A shared commitment to ethical business and cultural resources management practices* coming in as the most important.



Q62. Thinking about membership, on a scale of 1 to 5, how important are the following membership benefits, with 1 being “extremely unimportant” and 5 being “extremely important?”

# Membership Benefits

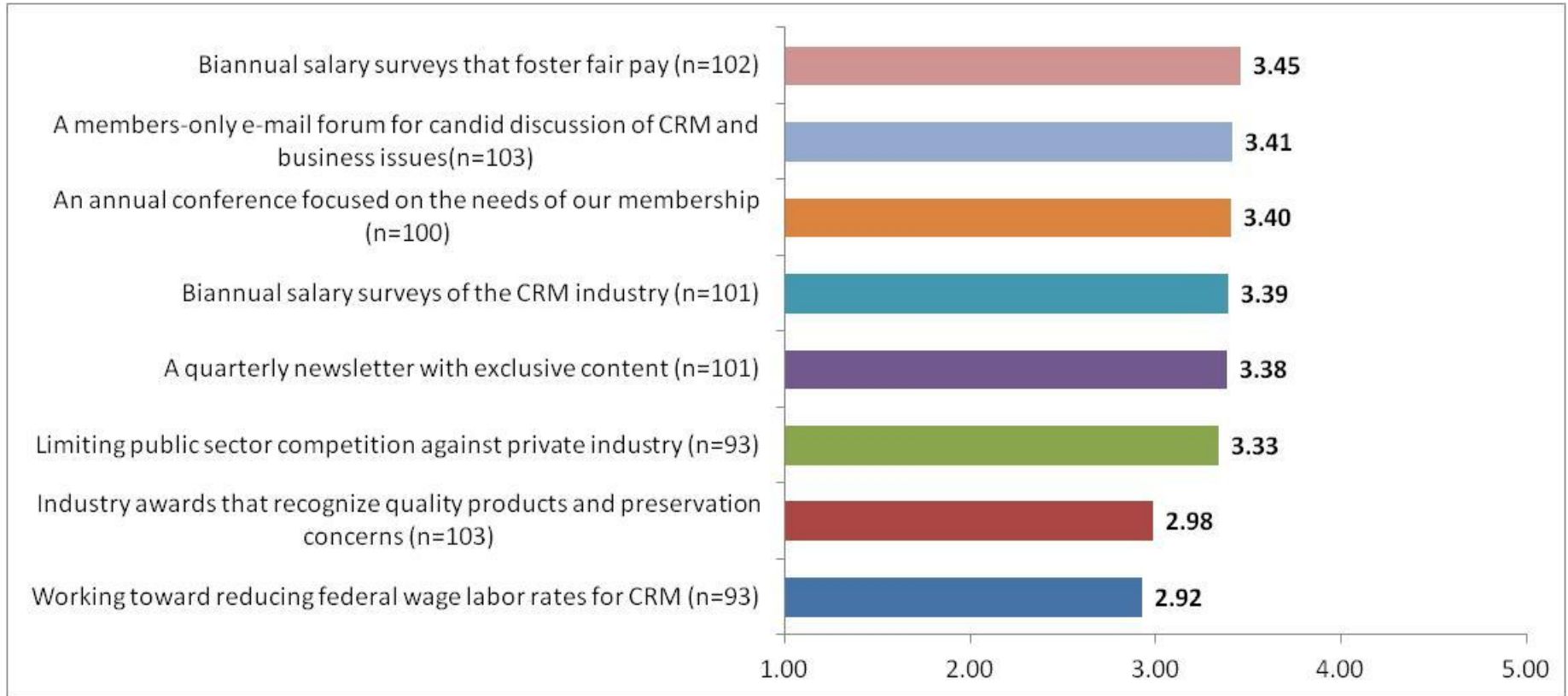
These are the benefits with the mid-range average importance ratings, all of which are above the neutral point.



Q62. Thinking about membership, on a scale of 1 to 5, how important are the following membership benefits, with 1 being “extremely unimportant” and 5 being “extremely important?”

# Membership Benefits

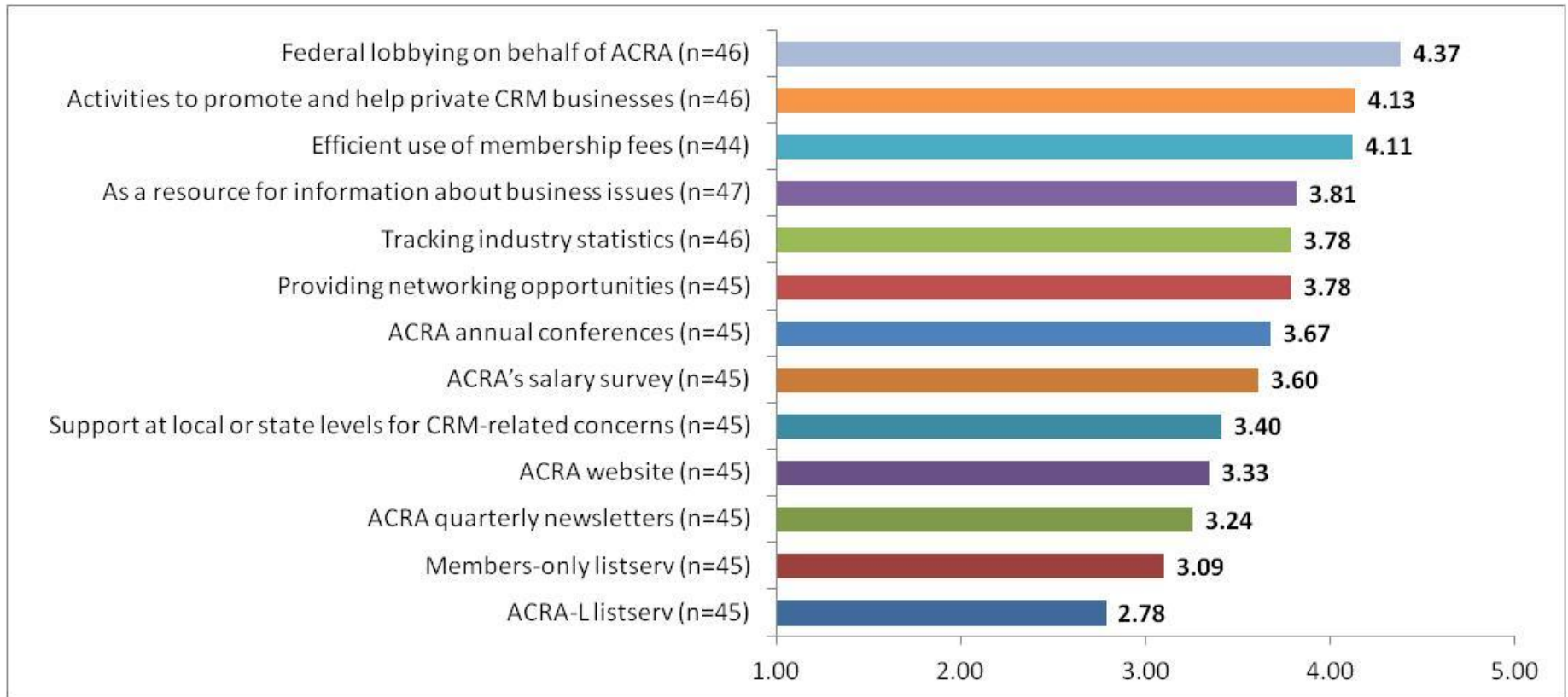
These are the benefits with the lowest average importance ratings, with two of them coming in just under the neutral point.



Q62. Thinking about membership, on a scale of 1 to 5, how important are the following membership benefits, with 1 being “extremely unimportant” and 5 being “extremely important?”

# ACRA Activities

*Federal lobbying on behalf of ACRA* had the highest average importance rating. The *ACRA-L listserv* had the lowest average importance rating, just below the neutral point.



Q55. On a scale of 1 to 5, where 1 is “extremely unimportant” and 5 is “extremely important,” how important do you think ACRA’s role should be in the following areas?

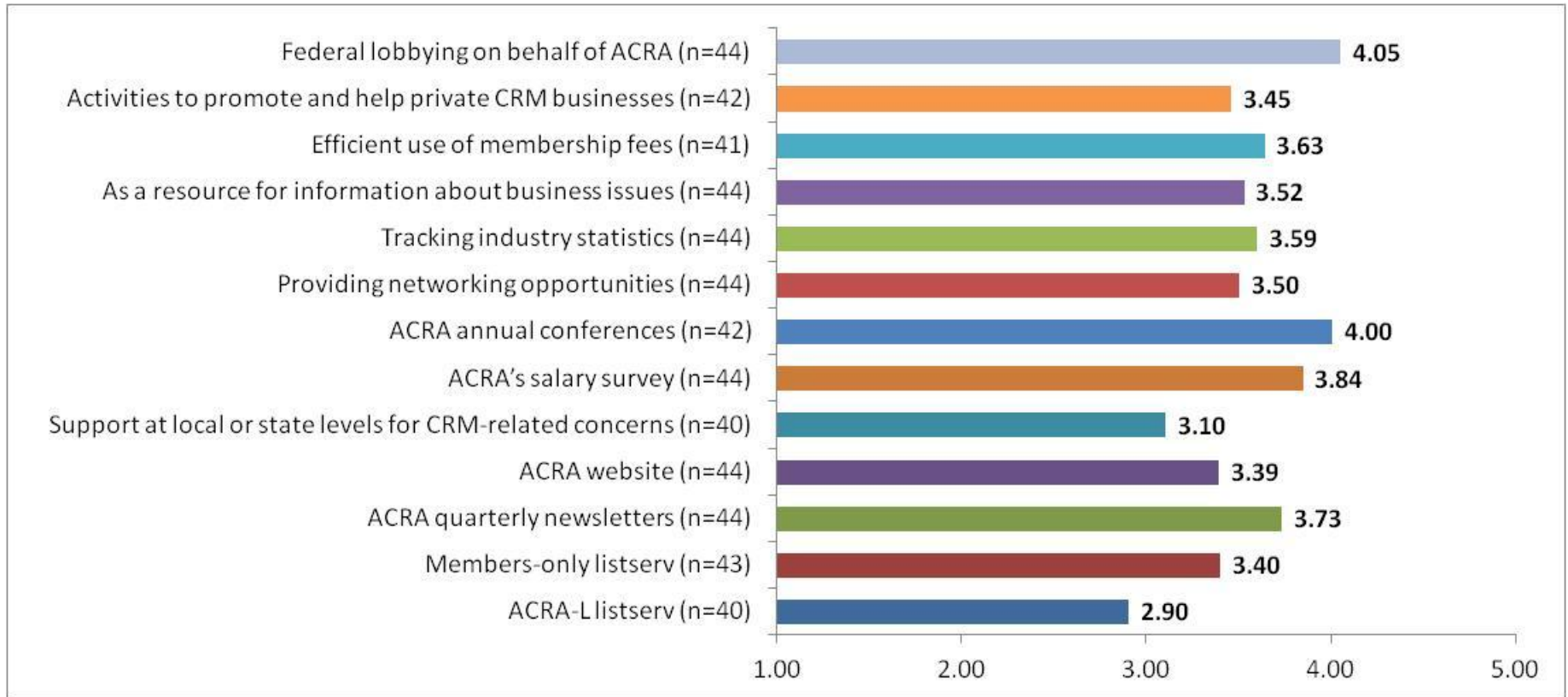
# Satisfaction

---

- ▼ Satisfaction with ACRA Activities
- ▼ Overall Satisfaction
- ▼ Ways for ACRA to Help

# Satisfaction with ACRA Activities

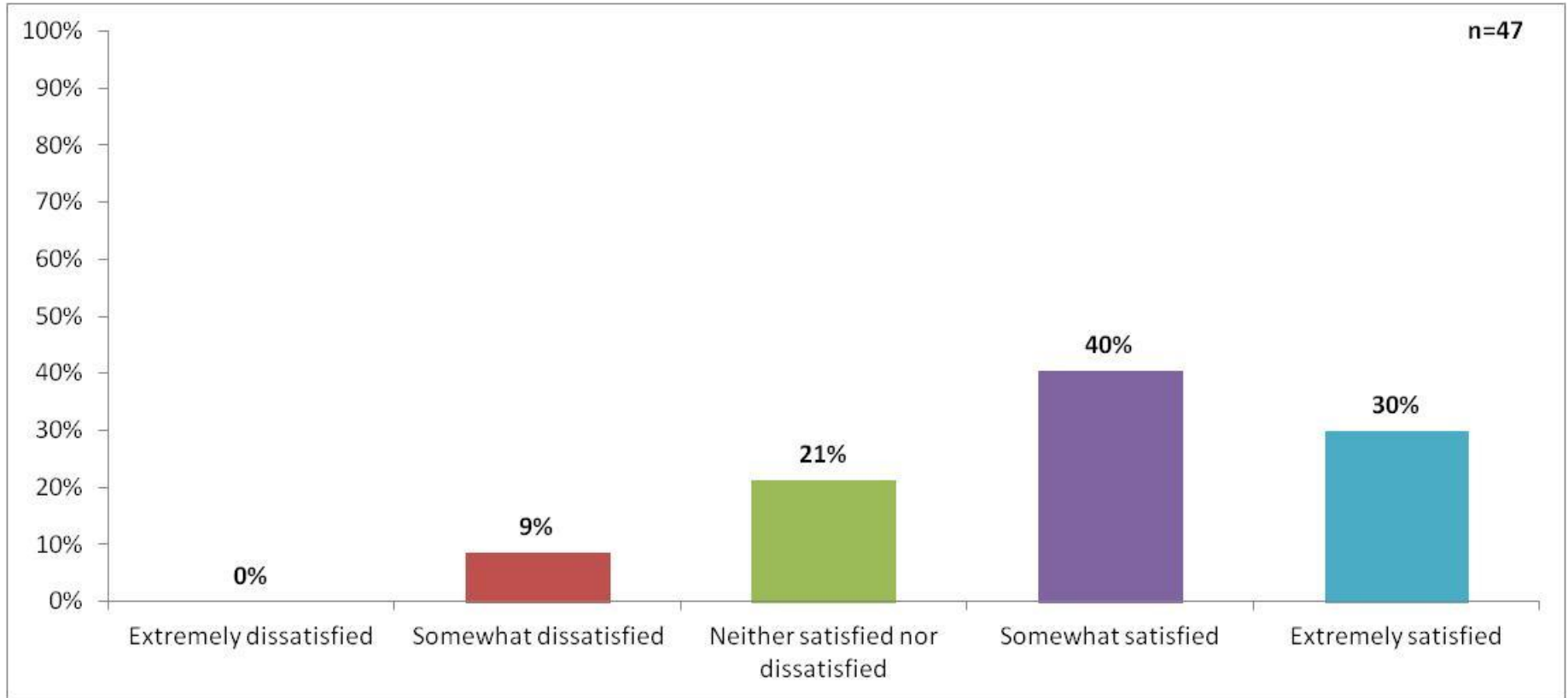
These activities are ordered by their level of importance, from high to low. *Federal lobbying* and the *annual conferences* had the highest average ratings, while the *ACRA-L listserv* had the lowest.



Q56. On a scale of 1 to 5, where 1 is “extremely dissatisfied” and 5 is “extremely satisfied,” how satisfied are you with ACRA’s role?

# Overall Satisfaction

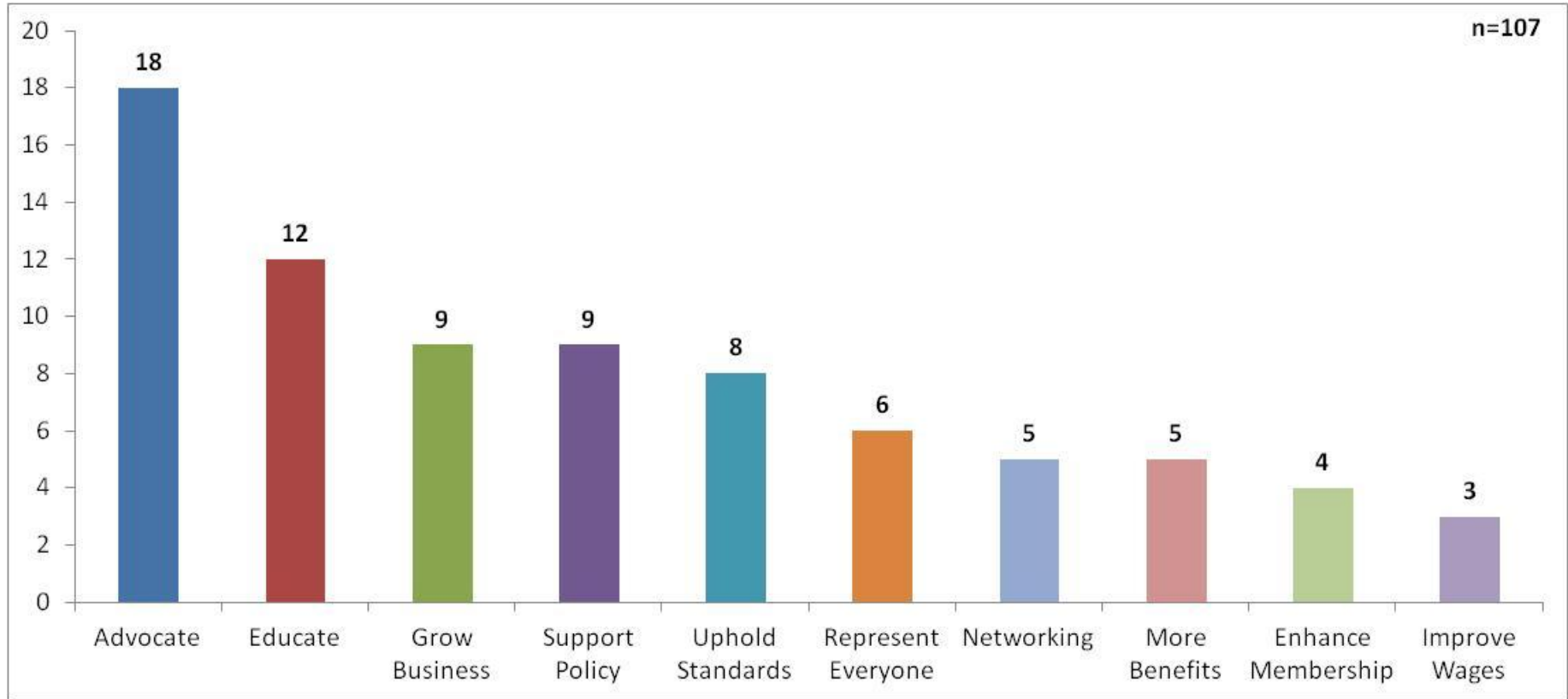
Most people were somewhat or extremely satisfied with ACRA.  
Only four people were somewhat dissatisfied.



Q54. Overall, how satisfied are you with ACRA?

# Ways for ACRA to Help

There were many suggestions for ways ACRA can help. The most common category involved mentions of ACRA advocating for the industry.



Q67. In what way can ACRA better help you and your business?

# Kano Analysis

- ▼ **Threshold attributes** are “must-have” attributes. Adequate performance is required in these specific areas to even begin to be in the consideration set of buyers. High performance of these attributes does little to increase satisfaction. However, poor performance in these areas can drastically reduce overall satisfaction. An example of a threshold attribute would be brakes on a car. As long as the brakes work well, a buyer can only be satisfied. However, poor performance of the brakes will cause a perspective car buyer to pass on purchasing a vehicle without any consideration.
- ▼ **Performance attributes** are strongly correlated with overall perceptions. Performing well in these areas tends to greatly increase overall perceptions and satisfaction. An example of a performance attribute would be gas mileage on a car. The higher the gas mileage, the more satisfied the customer and the better he/she feels about owning the vehicle. In other words, with performance attributes, *more is better*.
- ▼ **Excitement attributes** are the *unexpected “delighters”* when performed well. Overall, these attributes are the differentiating areas that can increase positive perceptions. The absence of these attributes does not affect overall perceptions. These characteristics are considered “bonuses.” An example of an excitement attribute would be heated seats on a car. Often, over time, an excitement attribute will become a threshold attribute if the industry adopts it.

# Correlations

---

- ▼ In the following slides, the correlations show the relationship between respondents' satisfaction ratings for specific statements and their overall satisfaction ratings.
- ▼ The closer to zero the correlation is, the smaller the relationship the two variables have.
- ▼ The closer to 1 the correlation is, the larger the relationship the two variables have.

# Ideal Satisfaction

- ▼ In an ideal situation, all satisfaction levels would be the highest possible
- ▼ Ideal satisfaction ratings are based on these premises:
  - An attribute with an importance of 1 should have a satisfaction rating of at least 3
  - An attribute with an importance of 5 should have a satisfaction rating of 5
- ▼ The average importance rating for an attribute is used to calculate the ideal average satisfaction rating for that attribute

# Improvement Scores

---

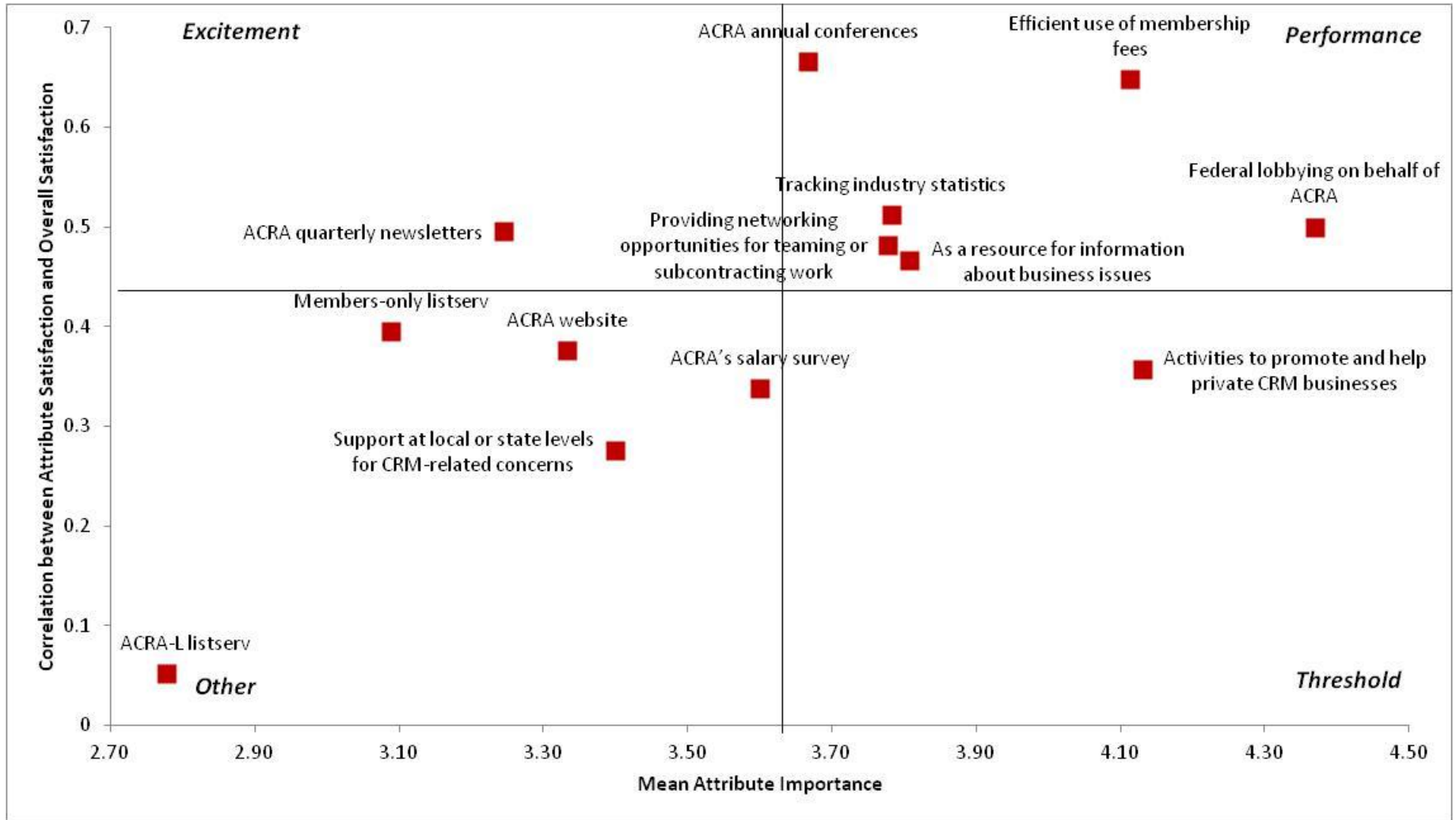
- ▼ The gap between the ideal satisfaction rating and the actual average satisfaction rating is very telling
- ▼ However, the gaps do not take into account how important an attribute is
- ▼ Improvement scores are the result of adding the importance to the gap between ideal and actual satisfaction
- ▼ The higher the improvement score, the higher priority should be placed on improving the quality of the attribute

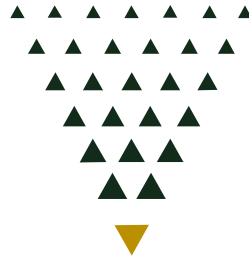
# Kano Attributes

Note: Yellow highlighting indicates top area of concern. Orange highlighting indicates next highest areas of concern.

Attribute	Importance (1 to 5)	Satisfaction (1 to 5)	Gap	Statistical Significance	Ideal Satisfaction	Improvement Score	Attribute Type
Activities to promote and help private CRM businesses	4.13	3.45	0.68	Yes	4.57	5.24	Threshold
Efficient use of membership fees	4.11	3.63	0.48	Yes	4.56	5.04	Performance
Federal lobbying on behalf of ACRA	4.37	4.05	0.32	No	4.68	5.01	Performance
As a resource for information about business issues	3.81	3.52	0.29	No	4.40	4.69	Performance
Providing networking opportunities for teaming or subcontracting work	3.78	3.50	0.28	No	4.39	4.67	Performance
Tracking industry statistics	3.78	3.59	0.19	No	4.39	4.58	Performance
ACRA annual conferences	3.67	4.00	-0.33	No	4.33	4.00	Performance
ACRA quarterly newsletters	3.24	3.73	-0.48	Yes	4.12	3.64	Excitement
Support at local or state levels for CRM-related concerns	3.40	3.10	0.30	No	4.20	4.50	Other
ACRA website	3.33	3.39	-0.05	No	4.17	4.11	Other
ACRA-L listserv	2.78	2.90	-0.12	No	3.89	3.77	Other
ACRA's salary survey	3.60	3.84	-0.24	No	4.30	4.06	Other
Members-only listserv	3.09	3.40	-0.31	No	4.04	3.74	Other

# Kano Model





**V E R N O N**  
RESEARCH GROUP